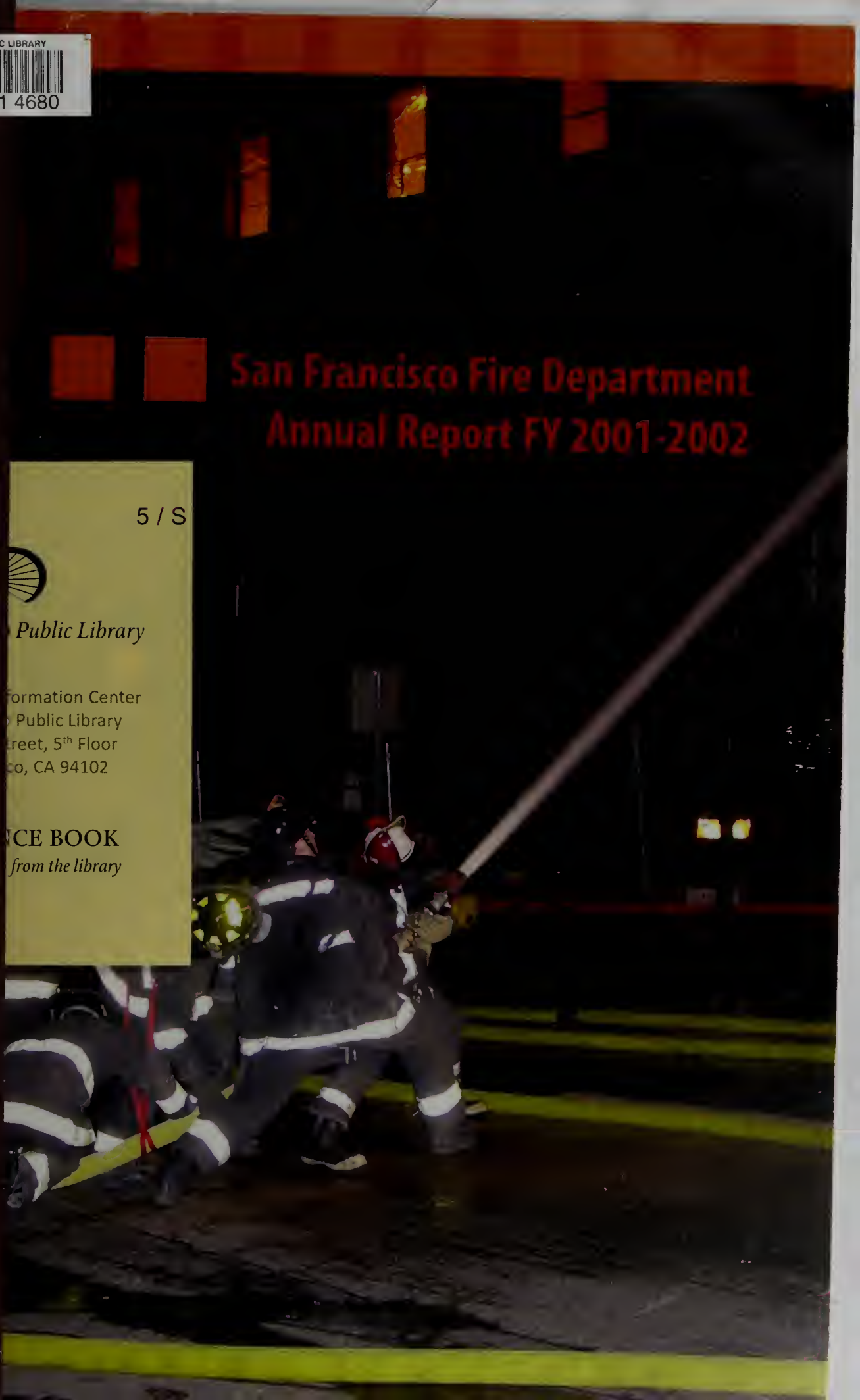
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San Francisco Fire Department
Annual Report FY 2001-2002

San Francisco Fire Department

MISSION STATEMENT

The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

VALUES STATEMENT

The San Francisco Fire Department values:
The public's trust and the opportunity to serve;
A work environment that promotes harmony, respect for each person, and is free from harassment, discrimination, and retaliation;
Leadership committed to the Department's mission;
A diverse work force that reflects the community it serves;
A highly trained professional work force; and
Teamwork to effectively achieve the Department's mission.

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DOCUMENTS DEPT.

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The Honorable Willie L. Brown, Jr.
Mayor of San Francisco
#1 Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Brown,

Under the direction of the Fire Commission, I am pleased to submit the San Francisco Fire Department's Annual Report for Fiscal Year 2001-2002 for your review.

You will note that the department experienced a period of significant challenge. Almost immediately after the beginning of the fiscal year, the terrorist attacks against the nation on September 11 created a new set of responsibilities which further expanded the role of the Department. The nation-wide economic downturn, made even more acute locally by the recent financial collapse in the "Dot Com" industry, added financial pressure. At the same time, the Department experienced its first management audit in more than a decade, which took over two years to complete and subjected the Department to painstaking scrutiny. These financial issues carried over into the development of the budget for Fiscal Year 2002-2003, and may continue into future years. Simultaneously, the Department was faced with the integration of the Emergency Medical Services (EMS) with which it had been struggling for over four years, and had reached critical levels of concern from the public as well as City Leadership. Firefighter Safety, always a concern in such a dangerous environment, added further concern.

In response to these challenges, I am happy to report that significant progress was made in many areas, as well as other important changes.

Despite the difficult financial environment, the Department was able to operate within its budget for the first time in a decade, without impacting services. Furthermore, significant progress was made toward the completion of the EMS merger. A total of twelve engine companies was upgraded to Advanced Life Support capability, enhancing the Department's ability to perform its new EMS mission better than in any previous year. A Departmental Safety Program was begun and new regulations and training were implemented. The use of full protective gear was mandated and training was re-focused to concentrate on Firefighter Safety (Rapid Intervention Crews) and Terrorism Preparedness. A Planning process was implemented and work on a five-year plan was begun. While the workload continued to rise, as in previous years, the Department was able to absorb it using pre-established budgeting, and no supplemental budget was requested.

For these reasons, as well as others delineated in this report, I feel that it was also a year characterized by positive change. The ability to continue to provide top notch public safety, while fostering changes to address both historic and recently identified concerns, speak highly for the commitment and professionalism of each member of this outstanding organization, and I am proud to serve with them.

Respectfully,

Mario H. Treviño
Chief of Department

Fire Commission



From left to right: Commissioner Paul Conroy, President Stephen Nakajo, Chief of Department, Mario Treviño, Mayor Willie L. Brown, Jr., Commissioner Carlota del Portillo, Commissioner Pat Norman and Vice President Russell Roeca.

ANNUAL STATEMENT OF PURPOSE

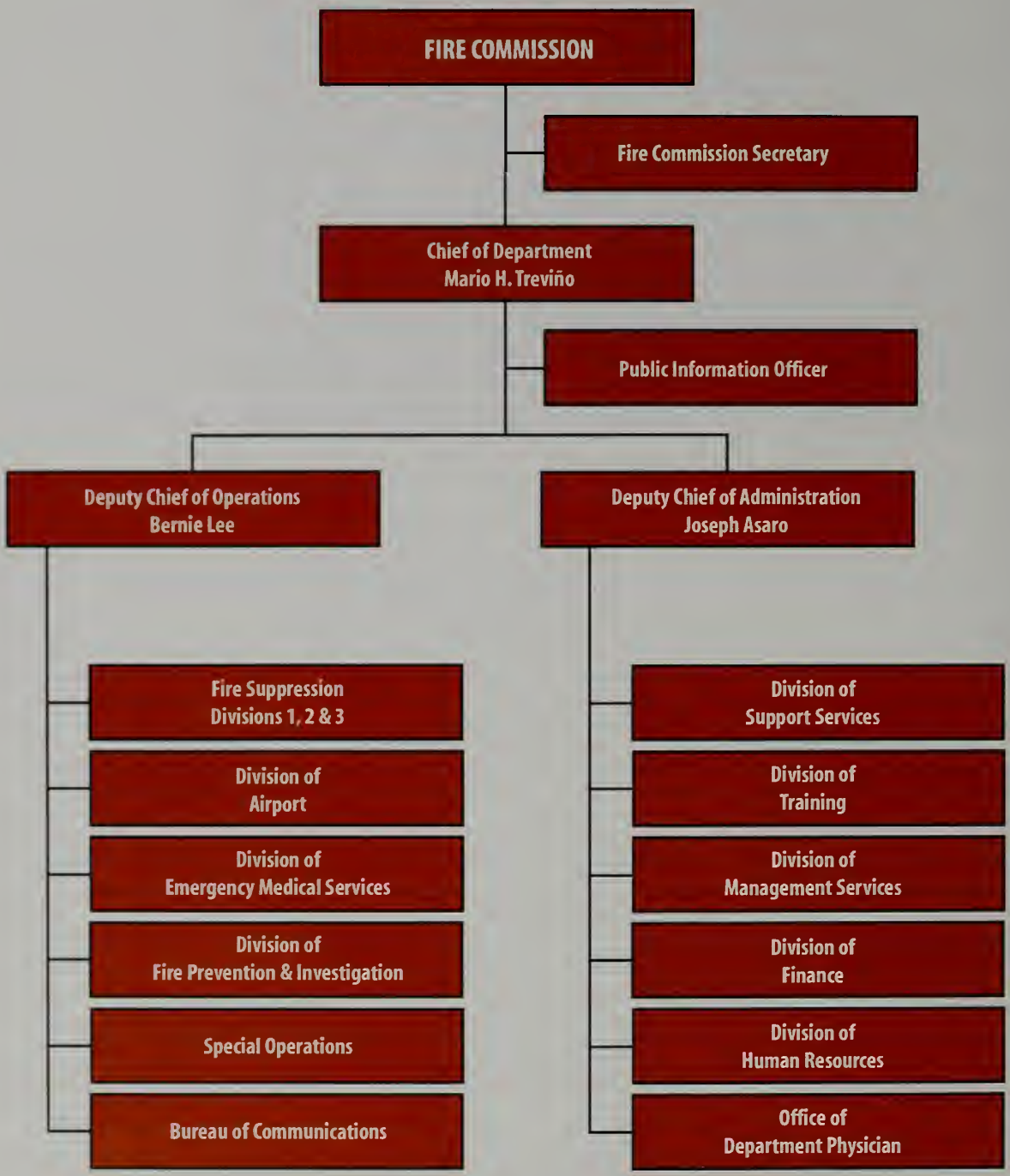
Fiscal Year 2001-2002

It is the responsibility of the Fire Commission to ensure that the San Francisco Fire Department effectively implements its Mission. To this end, the Fire Commission will:

- Set pertinent policy and support the new administration to accomplish the mission of the department;
- Advocate and support completion of the merger of the Emergency Medical Service into the department so that there is one collaborative and indivisible department working towards the common public good;
- Support the administration to develop and implement systems to enhance fiscal responsibility and develop a more effective budgeting process;
- Work with the administration and City Attorneys office to review and, where necessary, revise official Departmental Policy and Procedure;
- Work with the administration and City Attorney's office to establish commission rules and procedures to streamline the disciplinary process as required to ensure fair, efficient and effective administrative processes;
- Actively encourage and support recruitment and education in the communities to bring highly qualified applicants to the Department who truly reflect the city's rich diversity;
- Contribute to the common good by conducting open meetings regularly and convening such additional meetings as deemed necessary to inform and educate the general public of the work of the Fire Commission and the San Francisco Fire Department.

San Francisco Fire Department

As of June 30, 2002



The San Francisco Fire Department, with an uniformed force of 1845 and 79 civilians, provides comprehensive emergency services, including fire suppression, emergency medical services and heavy rescue, in addition to fire prevention, community education and training in emergency preparedness.

Fire Suppression, Rescue and Emergency Medical Services



The San Francisco Fire Department's goals are to provide the highest quality of emergency services and to promote community participation in fire prevention and disaster preparedness. Protection is provided to citizens residing in the 49 square miles of San Francisco and extended to an additional 750,000 visitors and workers during the business day. Forces consist of 42 engine companies (18 of which are ALS), 19 truck companies, 20 ambulances, two rescue squads, two fireboats, and 20 special purpose units. Companies are organized in two divisions and further divided into 10 battalions. The Airport division is composed of three firefighting companies located at the San Francisco International Airport.

INCIDENTS

July 1, 2001 through June 30, 2002

Types of Incidents *(Selected)*

Suppression and Rescue	
Full Box	1,947
Street Box	10,391
Building Alarm	9,257
Fires	3,363
Greater Alarms	53
Hazardous Material	511
Miscellaneous Responses	7,947
includes Investigations, Service Calls & Technical Rescues	

EMS (CBD-based)	*Code 2*	*Code 3*
Abdominal/Back Pain		1,600
Assault/Trauma	4,720	1,121
Breathing Difficulty	568	2,528
Falls/Accidents	3,676	6,860
Motor Vehicle Accidents	675	3,586
OD/Poisoning	2,402	5,246
Psychiatric	1,187	192
Seizures	558	3,582
Sick	6,218	1,751
Chest Pain/Cardiac	248	5,022
Stroke/TIA	108	1,433
Unconscious/Syncope	525	6,769

Total Suppression & Rescue: 34,045 **Total EMS: 75,359**

TOTAL NUMBER OF INCIDENTS: 109,404

DISPATCHES BY UNIT

Ten of the most frequently dispatched Units

Engines		Trucks		EMS (Ambulances)	
Engine 1	7910	Truck 1	3943	Medic 1	5462
Engine 2	2798	Truck 2	2227	Medic 3	5064
Engine 3	5550	Truck 3	3032	Medic 5	3688
Engine 5	2750	Truck 5	1614	Medic 7	5058
Engine 6	2416	Truck 7	1897	Medic 8	3786
Engine 7	3371	Truck 8	1411	Medic 15	3630
Engine 8	2363	Truck 9	1787	Medic 18	3338
Engine 17	2702	Truck 11	1774	Medic 29	3589
Engine 36	3640	Truck 15	1563	Medic 36	4765
Engine 43	2243	Truck 17	1840	Medic 41	3544
Total Engines	**79,962**	**Total Trucks**	**29,290**	**Total EMS**	**71,374**

Rescue Squad	
RS 1	3329
RS 2	1954
Total	5,283

Rescue Captains	
RC 1	2992
RC 2	2177
RC 3	2666
RC 4	2514
Total	10,349

TOTAL UNITS DISPATCHED 169,897







FIRE SUPPRESSION



DIVISION 1

Division 1 was deactivated on January 2, 2002 and was assimilated into Division 2 and Division 3.

DIVISION 2

Division 2 is located in the northern side of the City and serves the majority of the high-rise buildings in San Francisco. Within its boundaries are schools, hospitals, churches, community centers, stores, historical landmarks, ocean front beaches, underground transportation systems, tunnels, bridges, hotels, and wood-frame residential structures in densely populated neighborhoods.

The role and responsibilities of the members of Division 2 include: Command and control, fire suppression, emergency medical services, disaster operations, mitigation of hazardous materials, weapons of mass destruction, and mass casualty incidents. Fire prevention responsibilities consist of: pre-planning, and inspections of buildings, fire protection devices and water supplies.

DIVISION 3

Division 3 has administrative, training, inspection and operational responsibility for the southern and southeastern areas of San Francisco. Operational responsibilities extend to the airport on Treasure Island/Yerba Buena Island, and the Hunter's Point Naval Shipyard. Within its boundaries are all types of residential and commercial buildings, including high rise hi-rise buildings, underground construction, and the only heavy concentration of industrial occupancies found in San Francisco.

The responsibilities of the members of Division 3 include: the main transportation facilities in the City (BART, SFO, Muni) and an extended area of port facilities. The oversight of these areas requires a wide variety of specialized training with the agencies that oversee these facilities, including MMTF training with the San Francisco Police Department.



EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) Division is responsible for planning, development, implementation, and clinical oversight of all programs related to the care of patients at 911 medical emergencies. In FY 2001-2002, there were over 75,000 EMS responses and over 50,000 patients were transported by SFFD ambulances to local hospitals. The EMS Division generated over $14 million dollars in revenue from the collection of health care fees.



OPERATIONS

In January, 2002, the EMS Division Operations Section successfully implemented an ambitious pilot program to reduce paramedic response times through deployment of paramedic firefighter staffed Advanced Life Support (ALS) engines. The ALS engine program was made possible by changing the staffing of a limited number of ambulances from two paramedics to one firefighter paramedic and one firefighter EMT. No significant patient care related problems were reported in the first six months of this program. Rescue Captains provided direct clinical supervision and care on 15% of EMS responses and completed over 7000 written evaluations of paramedic performance at medical emergencies.

CONTINUOUS QUALITY IMPROVEMENT AND RISK MANAGEMENT

The Continuous Quality Improvement (CQI) team analyzes EMS performance with the goal of improving patient care and reducing risk. This Section generates comprehensive CAD data analysis reports; tracks and documents investigations of complaints; conducts customer service surveys; manages medical records, maintains biomedical equipment, and oversees EMS revenue collections. The Section is conducting three major research studies: the Advanced Airway Tracking program, the Cardiac Arrest study, and the Pediatric Incident Review program.

IN-SERVICE EMS TRAINING

The EMS In-Service Training Section each year provides a minimum of 24 hours of continuing education training for over 300 paramedics, 13 hours of continuing education for over 1200 EMTs and the same for 400 first responders. Training programs included advanced cardiac life support, terrorism response, mass casualty incident management, ambulance refresher training for EMTs, infection control, violence in the work place, and many other emergency medical care and health and safety related topics. A new training program focusing on review of seldom used but critical skills was implemented for paramedics. The Section also coordinated relicensure and fingerprinting for all EMTs.

EMS ACADEMY

The EMS Academy provides initial training for paramedics and EMTs, instructor and preceptor training, and management of American Heart Association (AHA) certification programs. Both the paramedic and EMT training programs are affiliated with City College of San Francisco (CCSF) and students receive college credit for participation. 68 students from the SFFD and CCSF were enrolled in two separate paramedic training programs that require over 1300 training hours. 83 new probationary firefighters were enrolled in the180 hour EMT training program. AHA and instructor programs were provided as necessary throughout the year.

AIRPORT - DIVISION 4

Division 4 is located at the San Francisco International Airport, which is approximately twelve miles south of the City of San Francisco and covers five square miles. It is the fifth busiest airport in the United States, and the ninth busiest in the world. Within its boundaries are three domestic terminals and an International Terminal Building, six parking garages, two cargo buildings and a Post Office.

Division 4 is responsible for providing fire protection, training, fire prevention, code enforcement, emergency medical services, hazardous materials abatement, community-based fire safety, CPR, and Automatic External Defibrillator (AED) training and re-certification to San Francisco International Airport. Services are provided through three fire companies located at three fire stations at the Airport, a Fire Prevention unit, and support staff.

Aircraft Rescue and Fire Fighting operations are regulated by the Federal Aviation Administration. All Division 4 personnel are certified annually by the FAA, and attend annual live-fire burn training. At least two of the daily on-duty personnel must be certified scuba divers, equipped for response to water emergencies.



In recognition of the Airport's safety and emergency preparedness efforts, the National Aviation Safety Institute has bestowed the National Safety Institute Award to SFIA for the 23rd consecutive year, due greatly to the ARFF preparedness Division 4 provides.



DIVISION OF FIRE PREVENTION AND INVESTIGATION

The Bureau of Fire Prevention (BFP) is responsible for inspecting buildings and premises to ascertain and correct any conditions, which would reasonably cause fire or contribute to its spread. BFP personnel are responsible for reviewing and approving plans, granting fire clearance, issuing fire permits, and conducting classes and outreach to the community.

The Bureau of Fire Prevention has 13 sections composed of officers, inspectors, and secretarial support:

- Administration
- High Rise
- Permits and Hazardous Materials
- Institutions and Day Care Facilities
- Residential Care Facilities
- Schools
- District Inspection
- Accelerated Code Enforcement
- R-1 Inspection
- Plan Check
- Airport
- Port
- Treasure Island

The Bureau of Fire Prevention generated $3,533,597 in total revenue in FY 2001 - 2002 through eight fee-generating programs:

- Annual High Rise Inspection Fee Program
- Plan Checking Fee Program
- Violation Re-inspection Fee Program
- DBI Inspection Fee Program
- Permits/Hazardous Materials Inspection Fee Program
- Citation Fee Program
- Lien Program (currently inactive)

In FY 2001-02, Bureau of Fire Prevention:

Received reports of possible fire hazards	1813
Received referrals for inspection	1034
Issued new fire permits	2356
Checked or approved plans	2374
Inspected residential buildings by Suppression	3456
Inspected Hi-rise buildings	505
Issued Notices of violation	253
Completed re-inspections	243
Conducted Single Room Only (SRO) hotel public education workshops	79

PORT FIRE MARSHAL

The Port Fire Marshal is the Fire Department's liaison to the Port and conducts construction and referral inspections, plan review, technical conferences, pier and structural surveys and issues permits along the Port's 7½ miles of waterfront jurisdiction. The Port Fire Marshal sits on the Joint Fire Operations Committee and is responsible for coordinating special events and activities of the Port with the Fire Department and other city agencies.



BUREAU OF FIRE INVESTIGATION

The Bureau of Fire Investigation is responsible for investigating the cause, origin and circumstances of a fire and determining whether it was accidental or criminal in nature.

The Arson Task Force is a multi-agency organization under the direct supervision of the Fire Department. Members are selected from the Bureau of Fire Investigation, the Police Department and District Attorney's Office. Representatives from the Alcohol, Tobacco, and Firearms Agency (ATF) and the State Fire Marshall's Office contribute to the success of the Arson Task Force. Members are sworn Peace officers whose singular responsibility is the curtailment of arson.

In FY 2001-02, the Arson Task Force investigated the origin and cause of 604 fires and initiated 67 arrests for incendiary fires and other criminal acts involving fire-related matters. Members of the Bureau of Fire Investigation determined the origin and cause of 44 greater alarm fires throughout the city.

The Bureau has developed and implemented the Incendiary Vehicle Fire Program, the Arson Early Warning System, the Juvenile Firesetting Program and the Captain of the Bureau serves as the Custodian of Record for the Fire Department.

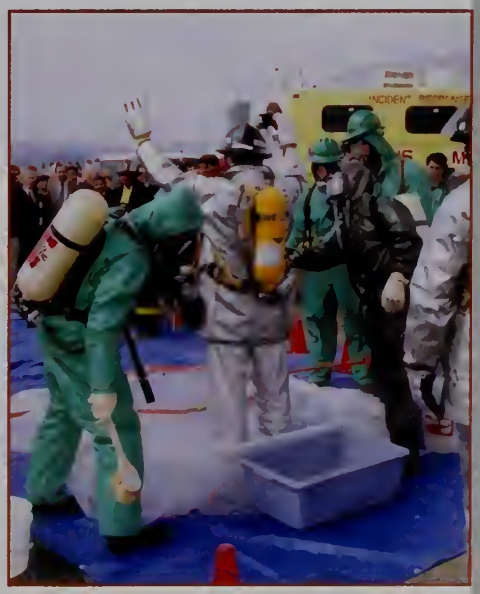
SPECIAL OPERATIONS

Special Operations is responsible for situations and events that have the potential to become large-scale incidents requiring unified and coordinated shared activities with other agencies, such as the Police and Sheriff Departments, Department of Health, Department of Public Works, Department of Parking and Traffic, Department of Electricity, Emergency Communications and Dispatch.

METROPOLITAN MEDICAL TASK FORCE

The U.S. Health and Human Services Department provided funding for the creation of specialized teams to respond to casualties after a terrorist release of a Weapon of Mass Destruction. The Response team reflects the cross elements - Rescue, HazMat, Bomb Squad, Emergency Medical, and Mass Decontamination - to accomplish the mission.

The Metropolitan Medical Task Force is only the initial part of an entire system, which includes the hospitals, communications, centers for disease control, military reserve, and the national medical disaster response teams.



SAFETY OFFICER

In FY 2001-02, the position of Safety Officer was created to enhance operations in the field by ensuring that safe practices were followed. The Safety Officer responds to greater alarms, rescues and EMS incidents and provides a global view of operations. In FY 2001-02, the Safety Officer has implemented compliance with full Personal Protective Equipment (PPE), analyzed numerous operations in the field, assisted with training guidelines and reviewed new equipment options - all from a safety perspective.

BUREAU OF COMMUNICATIONS

Fire/EMS Dispatch at San Francisco's Combined Emergency Communications Center is staffed by uniformed members of the Fire Department. In FY 2001-02, more than 286,000 telephone calls were handled, of which 120,711 were 9-1-1 emergency calls for assistance. Fire/EMS Dispatch personnel dispatched and supported over 109,000 emergency dispatches. Dispatch personnel responded to, made and monitored more than one million radio transmissions, supported and monitored 395 Working Fires, which included 53 greater alarms.

TRANSIT COMMITTEE

The goal of the Transit Committee is to prepare fire suppression companies to effectively operate during an emergency incident within the BART and MUNI transportation systems, including BART/MUNI trackways and stations.

An essential part of training includes awareness of built-in fire protection systems, on sight fire department equipment, fire department standard operating procedures and implementation of the Incident Command System. This is accomplished through six annual training drills, radio and phone communication tests, upgrades of emergency equipment, and keeping informed of operating changes through regular scheduled BART district transit meetings. Joint drills are also conducted with the Oakland Fire Department in the Transbay Tube.

HI- RISE COMMITTEE

The goal of the Hi-Rise Committee is to train the fire suppression companies in the standard operating procedures for Hi-Rise emergencies. The committee works in this effort with the Bureau of Fire Prevention and the occupants of many of San Francisco's Hi-Rise buildings, so that safe and correct action can be taken whenever there is an emergency. The combination of training the suppression forces and instructing the occupants of Hi-Rise buildings helps insure both the safety of firefighters and the public, in the event of a major emergency.

SURF AND COASTAL RESCUE (Specialized Unit)

The Surf and Coastal (Cliff) Rescue Unit was created in response to a dramatic increase in surf emergencies at San Francisco beaches, trails and cliffs, due to an increase in population and in visiting tourists. Successful responses to these incidents had to be by specially trained personnel. Members who staff the unit are trained in surf rescue techniques and general rescue systems training. Stations involved are 34, 14, 18, 19, 23, 16 and 28, including both Rescue 1 and Rescue 2. All units work very closely with the United States Coast Guard and the National Park Service in rescue efforts and training.



Administration

The Deputy Chief of Administration is responsible for a broad range of services that encompass the administrative functions of the Department.

- Division of Support Services
- Division of Training
- Division of Management Services
- Division of Finance
- Division of Human Resources
- Physician's Office
- Medical Leave Supervisor's Office

DIVISION OF SUPPORT SERVICES

The Division of Support Services provides the necessary support and critical infrastructure - 24-hours a day, seven days a week - for the Department to perform mission critical tasks and daily administrative functions.

The Division of Support Services is responsible for the supervision of various bureaus and projects:

- Bureau of Equipment
- Procurement/Distribution Center
 - Clothing Depot
 - Mobile Air One
- Bureau of Engineering and Water Supply
 - AWSS
 - Pump Stations 1 and 2
- Facility Renovations and Maintenance
- Fireboats Maintenance and Repair
- Management Information Systems



BUREAU OF EQUIPMENT

The Bureau of Equipment is responsible for all maintenance, repair and inspection of the Department's apparatus through the Central Repair Shops. Bureau members responds to all greater alarms and assist by making emergency repairs, operating specialized equipment and ensuring that equipment is properly and safely operated.

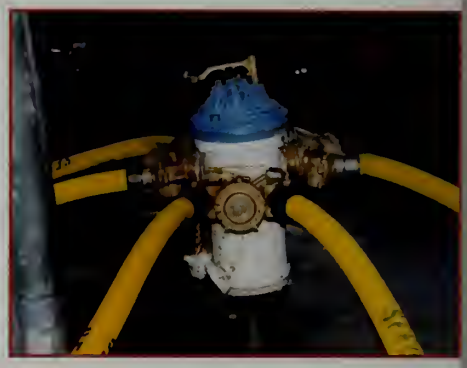
The Bureau of Equipment is responsible for the purchase and delivery of all fire station supplies and medical supplies on a daily basis. Supplies and equipment are purchased through the Procurement and Distribution Center. All issuing of turnout clothing and boots, as well as specifications, repairs, sizing, and inspections, is carried out by the Clothing Bureau.

PROCUREMENT AND DISTRIBUTION CENTER

The Center uses a paperless E-mail system for ordering all commodities warehoused at the 1415 Evans Street facility. A Bar Code Inventory Control System (BICS) is used with hand held bar-code scanners which upload the information to a desktop computer where multiple financial and usage reports can be generated. The system is used to maintain a continuous inventory control of more than 400 separate commodities of durable and disposable medical supplies, pharmaceuticals, janitorial and fire station supplies.

BUREAU OF ENGINEERING AND WATER SUPPLY

The Auxiliary Water Supply System (AWSS) is a non-potable, emergency water supply system, operated and maintained by the San Francisco Fire Department, and is used only for combating fires. The AWSS system has a total of 135 miles of distribution pipes and 1,610 high-pressure hydrants. The Bureau of Engineering and Water Supply is responsible for all essential parts of the Auxiliary Water Supply System which include the Fire Boat, Twin Peaks reservoir, Asbury Tank, Jones Street Tank and two Pump Stations.



FACILITY RENOVATION AND MAINTENANCE

Facility Renovation and Maintenance is responsible for the maintenance of all Fire Department facilities and the renovation or seismic upgrading of fire stations.

In FY 2001-02, the Facility Renovation Program supervised the closing, relocation and remodeling of Fire Stations 13 and 32, with units remaining in-service at other locations for the duration of the work. The scope of work involved ADA, bathroom, locker and exhaust extractor issues. Station 13 will be completed by September 2002 and Station 32 by October 2002.

Over 750 requests for repairs to Fire Department properties were received and handled. Repair orders varied in scope and size from leaking faucets to boiler malfunctions. Response to these requests was quick and efficient in order to provide a safe work environment for firefighters and maintain a high level of morale.

MANAGEMENT INFORMATION SYSTEMS

Management Information Services is responsible for technical support and information in order that computers and information systems remain on line. Staff installs systems in renovated fire stations, expands systems into new locations, and analyzes and purchase new computer hardware.

Management Information Services (MIS) has prepared the Department for the National Fire Incident Reporting System (NIFIRS), a State Fire Marshal mandated reporting system which will be operations in January 2003. MIS has designed a new system for Inspection Scheduling for the Bureau of Fire Prevention, which includes mobile field inspection capability and delivery of building and hazard information to the field at the scene of an incident.

DIVISION OF TRAINING



The Division of Training is responsible for providing comprehensive Fire and EMS instruction to, and evaluation of, all members of the Department to ensure effective emergency service to the citizens of San Francisco.

In FY 2001-02, the Division of Training continued to provide a high level of training to the Department's staff and new recruits. The training curriculum was updated to reflect new policies and procedures utilizing the latest technologies to deliver content. The Division of Training provided 106,021 hours of training as follows:

- 22,960 hours 22% *Probationary Training*
 PX Class 105 - 22 recruits from July 1 to August 3, 2001
 PX Class 106 - 30 recruits from July 9 to November 2, 2001
 PX Class 107 - 31 recruits from June 10 to June 30, 2002
- 48,766 hours 46% *In-Service Training*
- 34,295 hours 32% *Emergency Medical Services Training* at the Presidio Facility



RAPID INTERVENTION CREW (RIC)

In FY 2001-02, the Division of Training instituted a 14-week RIC training course for all Suppression members. A Rapid Intervention Crew (RIC) is a team of firefighters designated to stand by at the scene of an emergency to affect rescue in the event of a downed, trapped, or missing firefighter. Training was conducted at the Treasure Island Training Facility and consisted of four modules: Safety, Search Operations, Removal Techniques and actual Scenarios.

CANDIDATE PHYSICAL ABILITY TEST (CPAT)

In FY 2001-02, the Fire Commission adopted the Candidate Physical Ability Test (CPAT) as the test for the H-2 Firefighter entrance standard. The goal of the CPAT is to ensure that new firefighter candidates are physically capable of performing the challenging job of a firefighter, while making it possible to improve the diversity of the fire service. The program addresses the need for diversity, recruiting, and mentoring.





The CPAT is a pass/fail test based on a validated maximum total time of 10 minutes and 20 seconds. The test consists of the following eight sequential events: Stair Climb, Hose Drag, Equipment Carry, Ladder Raise & Extension, Forcible Entry, Search, Rescue, and Ceiling. A transportability study was conducted to insure that the test would adequately measure the skills and abilities required by the San Francisco Fire Department. Candidates received an orientation to the events, mentoring and hands-on practice at least eight weeks prior to taking the test. The first class of recruits that participated in the CPAT entered the Fire Academy on October 15, 2002.

DIVISION OF MANAGEMENT SERVICES

The Division of Management Services is responsible for a broad range of services and operations that encompass:

- Bureau of Assignments
- Investigative Services Bureau
- Community Affairs
- Grants
- NERT
- FLAME
- Toy Program
- Meritorious Awards



BUREAU OF ASSIGNMENTS

The Bureau of Assignments is responsible for daily assigning a required minimum of 352 uniformed members to their work positions. This is accomplished by continual monitoring and balancing of the daily Suppression staff and assigning daily details to fill open positions. The Bureau tracks all absences, including sick leave, disability and other types of leave, prepares the annual vacancy list for Suppression personnel, tracks promotions, and schedules vacations and other time off.

INVESTIGATIVE SERVICES BUREAU

The Investigative Services Bureau is the internal investigative unit of the Fire Department with responsibilities for preparing cases for adjudication before the Fire Commission, investigating internal complaints, gathering background information, managing the drug and alcohol rehabilitation and testing program and maintaining Safety-sensitive Employees Drug and Alcohol Testing Program.

COMMUNITY AFFAIRS

The Community Affairs Officer represents the Department at numerous Health and Safety fairs, provides fire safety education events at local schools, and gives Floor Warden presentations for hi-rise buildings.

In FY 2000-02, the Office of Community Affairs coordinated 381 events, in which approximately 29,016 members of the community were involved. A total of 3,600 people attended the tri-annual Fire Station Open House Days. The Office published and distributed a total of 27, 700 pieces of multi-lingual fire safety and earthquake preparedness information.

GRANTS

The Fire Department has actively pursued grants during the FY 2001-02 and, as a result, has applied and been awarded three grants for a total of $574,474. Staff was also selected to serve as a Fire Grant Peer Review Panelist at the National Fire Academy.

Office of Transportation and Safety	$101,366
FEMA Juvenile Fire Setters	$63,475
FEMA Fire Operation and Fire Safety	$409,633

NEIGHBORHOOD EMERGENCY RESPONSE TRAINING (NERT)

The NERT program is committed to helping the citizens of San Francisco be self sufficient in the event of a major disaster by developing multi-functional teams that are cross-trained in basic emergency skills. Individuals participating in the program learn hands-on disaster skills that are essential as members of an emergency response team or as a team leader directing untrained volunteers during an emergency. The N.E.R.T. program consists of six classes of 2½ to 3 hours.

In FY 2001-02, the NERT program successfully trained 1,650 people in 31 NERT training programs. Enrollment was at an all time high in neighborhoods were training was offered:

- Pacific Heights 120
- Glen Park 80
- North Beach 60

NERT training was held for city agencies, school groups, community-based organizations, private businesses, neighborhoods and for Chinese and Spanish speaking groups.





FLAME

For the past 29 years, the Flame Program has provided quality athletic programs for boys and girls ages 6 through 17. Through the efforts of retired Firefighter Roger Bross and his assistants, Invitational Basketball Tournaments and outings for disabled children are sponsored.

TOY PROGRAM

The San Francisco Firefighters Toy Program, currently in its 52nd year, brings the spirit of the holidays to the children of San Francisco. Active members and retired volunteers collect toys year-round from citizens, major corporations and small businesses and distribute them to less fortunate children during the Christmas season.

By renovating a donated trailer-home into Santa's Workshop on Wheels, the Toy Program brings Santa and his helpers to low income communities, delivers toys to children confined to hospitals and serves families in shelters.

In FY 2001-02, the Toy Program reached 40,000 children with over 200,000 toys and Santa's Workshop on Wheels visited ten low-income schools.



FIREFIGHTER OF THE YEAR

Jeffrey Byrne



FF Byrne was recoguized for his actions at the 33 Cook Street Fire. Realizing that members of the Rescue Squad had been cut off by fire on the top floor, FF Byrne, working as a Chief's Operator, placed a ladder to the window for the members to escape. After the members had made there way down the ladder FF Byrne advanced a line up over the ladder to the fire room and continued suppression activities.

PARAMEDIC OF THE YEAR

Peter Leonard



PM Leonard was recognized for his commitment to the review and enhancement of the Computerized Automated Dispatch system for the Emergency Communication Center. Paramedic Leonard has spent countless hours to assure that CAD was developed with the needs of the Department for today and the future in mind.

MERITORIOUS COMMENDATIONS

In Fiscal Year 2001-2002, the Fire Commission accepted the recommendations of the Merit Advisory Board and the Chief of Department concerning acts of heroism performed by the following Department members:

Class "C" Award
Firefighter John J. Maguire

Unit Citation - Engine 41
Lieutenant Michael V. Rolovich
Firefighter Frank Hsieh
Firefighter John J. Maguire
Firefighter Ken Yee

Unit Citation - Engine 22
Lieutenant Dennis J. Zouzounis
Firefighter Wayman Ong
Firefighter Alberto A. Pedruco
Firefighter Todd M. Prakin

Letters of Commendation

Captain James P. Harrington
Captain Philip F. Leanio
Lieutenant Gary J. Falls
FF/Paramedic Andrew J. Birkhoff
FF/Paramedic Anthony Taormina
Firefighter Adam P. Bustillos
Firefighter Robert W. Cunningham
Firefighter Gary E. Dolan
Firefighter Michael B. Murphy
Firefighter Steven P. Rascon
Firefighter Floyd K. Rollins II
Firefighter Darrell Stone

DIVISION OF HUMAN RESOURCES

The goal of the Human Resources Division is to provide comprehensive personnel administration and management support to the Department. The responsibilities for the performance of personnel functions are carried out by the Fire Services Examination Unit, EEO/Recruitment Unit, the Stress Unit and the Personnel Administration Section.

FIRE SERVICES EXAMINATION UNIT

The primary responsibility of the Unit (FSEU) is the development and administration of valid, job-related hiring procedures for uniformed ranks and civilian positions in the Department. For the selection process for the uniformed ranks, staff works with test consultants to develop job-related tests consistent with legal and professional standards.



In FY 2001-02, the FSEU administered the H2 Firefighter entry-level examination, including the Candidate Physical Ability Test, H3 Firefighter/Paramedic promotional selection process and H3 lateral entry performance test.

EEO/RECRUITMENT UNIT

The of the EEO Unit is to ensure Department compliance with San Francisco City and County's EEO Policy and other applicable laws, guidelines and procedures. The unit is responsible for investigating allegations of EEO violations and serves as a neutral fact-finder and preparing reports on which final case determinations are based.

EEO staff is also charged with developing and implementing a recruitment plan for the entry-level exam process. Previous recruitment plans are reviewed and revised, or a new plan is developed to ensure that the Department has an adequate pool of qualified candidates.

STRESS UNIT

The Stress Unit is a peer support group that provides confidential assistance, counseling, referral and follow up to employees, and their families, during times of crisis. Staff is trained in current intervention methods in such areas as drug abuse, alcohol abuse, co-dependency, domestic violence through self-help workshops, conferences and seminars.

PERSONNEL ADMINISTRATION SECTION

The responsibility of the section is to prepare and process appointment and separation papers, issue requisitions for hiring, and track and maintain statistics on the composition of the workforce. Staff processes leaves according to existing laws, policies and procedures and provides assistance with the interpretation and application of the Family Medical Leave Act (FMLA).

DIVISION OF FINANCE

The Finance Division consists of the Finance, Payroll and Accounting sections, which provide financial planning and management, perform accounting, payroll, accounts payable, purchasing functions, and budgetary and financial analysis.

FINANCE

Finance is responsible for the preparation of the annual operating budget of $211,482,158. Staff analyzes and monitors the budget and actual expenditures, provides revenue forecasting, processes procurement requests, and administers the financial aspects of grants and bond funds.

ACCOUNTING

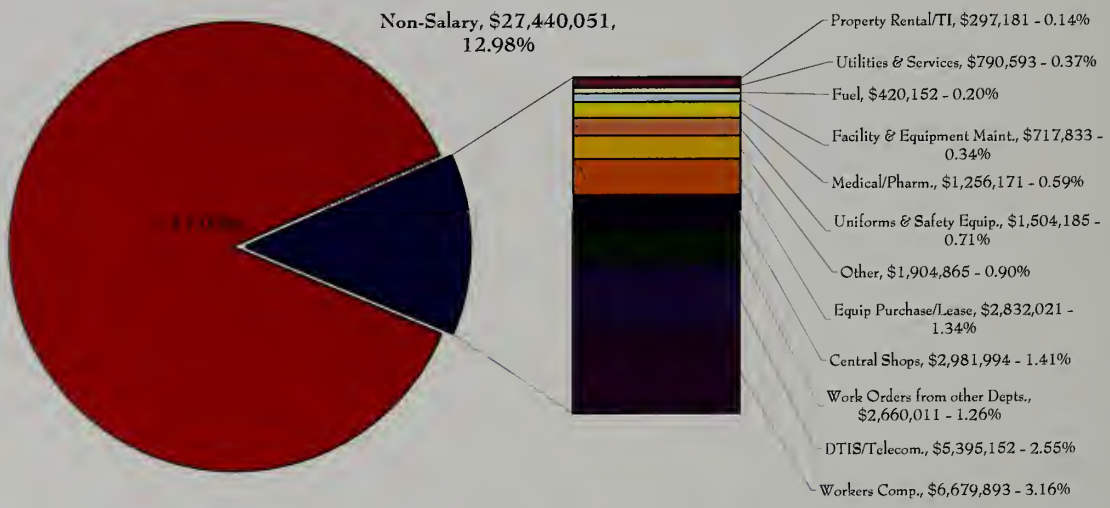
The Accounting Section is responsible for recording, classifying, interpreting, and safekeeping of all financial records of the Fire Department. Staff is responsible for all accounts payable, such as timely processing of invoices, city business travel, mileage reimbursement, college tuition reimbursements. The Accounting section is also responsible for processing and encumbering payment documents for all departmental purchases and services.

PAYROLL SECTION

The Payroll Section reviews, audits, and prepares the payroll of $184,042,107 for the Department's 1,845 sworn and 97 civilian personnel. Staff prepares the payroll on a biweekly basis and also processes settlements, retirement lump sum payoffs, and provides cost analysis of pay changes. Assistance is provided by payroll staff to members in resolving payroll issues.

FY 2001-02 TOTAL EXPENDITURES

$211,482,158



FY 2001-02 REVENUE

In comparison with previous years, actual revenue was lower than what had been projected, mostly due to the region's post-9/11 economic decline. Revenue was projected at $55,161,850 but the actual amount collected was $52,672,809 - a decrease of 4% from the previous year.

OFFICE OF THE PHYSICIAN

The goal of the Department Physician's Office is to coordinate and execute a comprehensive occupational safety and health program. A main component of the program is the development and implementation of primary and secondary prevention strategies, which include analysis of work-related injuries and illnesses for risk management.

The Physician's Office is responsible for evaluating and certifying personnel for mandatory and return-to-work examinations and providing consultative services regarding work-related issues. Further responsibilities include implementation of state and federal mandated health programs.

The occupational safety and health programs carried out by the Physician's Office are:

- Health Check Surveillance Tests
- Cardiac Risk Factor Prevention
- Tuberculosis Surveillance Program
- N95 Respirator Fit Testing
- Influenza Vaccination Program
- Hepatitis B Vaccination Program
- Hepatitis C Screening Program
- Hearing Conservation Program
- Blood-borne Pathogens Prevention Program



Case Management activities take place on a daily basis and have helped reduce disability costs through daily review of injury and illness reports, implementation of a computer tracking system, development of a Temporary Modified Duty Program, and by serving as liaison between Workers Compensation, the employee and the treating provider.

In FY 2001-02, the Physician's Office performed a total of 414 physical consultations:

New Hire examinations	46
Promotional examinations	7
Probational examinations	192
Hazmat examinations	2
Scuba Diver examinations	1
DMV examinations	15
Miscellaneous examinations	4
Return to Work evaluations	225

MEDICAL LEAVE SUPERVISOR

The Medical Leave Supervisor serves as the liaison between the Fire Department, the Physician's Office, and the Workers' Compensation Division in trying to reduce the number of disability claims against the Department. By providing additional administrative over sight to the Worker's Compensation process, resulted in an overall decrease in the number of lost work days. The Department was recognized for having the most effective light duty program within the City and County structure. Light duty is a specific type of assignment for firefighters re-entering the work force as they are rehabilitating from injuries.

In FY 2001-02, a study indicated that there has been a steady decline in the number of employees on disability due to work-related injuries from a peak of 120 employees in April 2000 to a present day average of 71 - a 41% decrease.

PUBLIC INFORMATION OFFICE

The Public Information Officer responds to fire and emergency medical incidents to gather and disseminate information regarding action on the scene. At the direction of the Incident Commander, the information is released to the local community, local and national media and documented for future reference or archived.

In FY 2001-02, the Public Information Officer (PIO) successfully undertook the formation and training of a team Public Information Officers in order that more projects and assignments could be undertaken. A Department newsletter - *Flashpoint* - is now being produced on regular basis throughout the Department, including every station, the Board of Supervisors and the Mayors Office. Projects undertaken this year have ranged from benefits, such as the Hook and Ladder Ball, Motorcycle rides for charity, and the San Francisco Fire Department Cookbook, to the revision of the Department's web page. In using a media friendly approach, the PIO has provided immediate responses to inquiries and concise follow-ups to media and held a daily dialogue with news assignment desks which has enhanced the overall visibility of the Department. Appearances by the Department and its members in domestic and international films was managed by the PIO and included five episodes of the *The Bravest*, a documentary on *Dateline NBC*, a documentary short - *Beyond Tough, Global Medics* by Wall to Wall Films, U.K., and several components of local and international short subject films.

THE YEAR AT A GLANCE



Hook & Ladder Ball



Camp Blaze



Nenn Award Helmet



Post 9/11 Event

Faces of SFFD





























Editor: Tania Bauer, Secretary, San Francisco Fire Commission

Design: Reproduction and Mail Services, Creative Services

Photographs: Michael Mustacchi, Jeff Wong, Pete Howes, Jeff Rusteen

Printing: Reproduction and Mail Services, City and County of San Francisco





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San Francisco Fire Department 2003-04 Annual Report

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AUG 21 2006

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JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT

GAVIN NEWSOM
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

The Honorable Gavin Newsom
Mayor of San Francisco
#1 Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Newsom,

As Chief of the San Francisco Fire Department, the Fire Commission and I are pleased to submit, for your review, the Fire Department's Annual Report for Fiscal Year 2003-2004.

This has been a challenging year for our City, and for our Department. I am proud of the performance and accomplishments of our Department and its members. Despite the enormous challenges, the Fire Department has been able to implement administrative and operational efficiencies and creative solutions to our fiscal challenges, modeling best practices from throughout our industry, while continuing to provide the finest Fire Suppression and Emergency Medical Services to the citizens and visitors of the City and County of San Francisco.

Additionally, the Department has planned a number of ambitious and long overdue projects. We have proposed a plan to reconfigure Emergency Medical Services in our Department. We have created a Division of Homeland Security to oversee and coordinate the Department's response to terrorist events and disasters. We have recognized that the most important and vital asset of the City and County of San Francisco is its people, and we have reinvigorated and expanded our commitment to educate the members of our community through our public education programs such as the Neighborhood Emergency Response Program (NERT) and our educational workshops for residents of Singe Room Occupancies (SROs).

I am proud and honored to serve the residents and visitors of our city in my capacity as Fire Chief. We can all look to the future with optimism and the assurance that our Department stands ready and able to serve the City whenever and however needed.

Respectfully,

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT

MISSION STATEMENT

The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

VALUES STATEMENT

The San Francisco Fire Department values:
The public's trust and the opportunity to serve;
A work environment that promotes harmony, respect for each person, and is free from harassment, discrimination, and retaliation;
Leadership committed to the Department's mission;
A diverse work force that reflects the community it serves;
A highly trained professional work force; and
Teamwork to effectively achieve the Department's mission.

Fire Commission



Michael Mustacchi

From Left to Right:
Missing Commissioner Russell Roeca
Commissioner Clem Clarke
President Paul Conroy
Mayor Gavin Newsom
Chief of Department Joanne Hayes-White
Commissioner Rosemarie Fernandez-Pifer
Vice President Stephen A. Nakajo

Annual Statement of Purpose
FY 2003-04

It is the responsibility of the Fire Commission to ensure that the San Francisco Fire Department effectively implements its Mission:

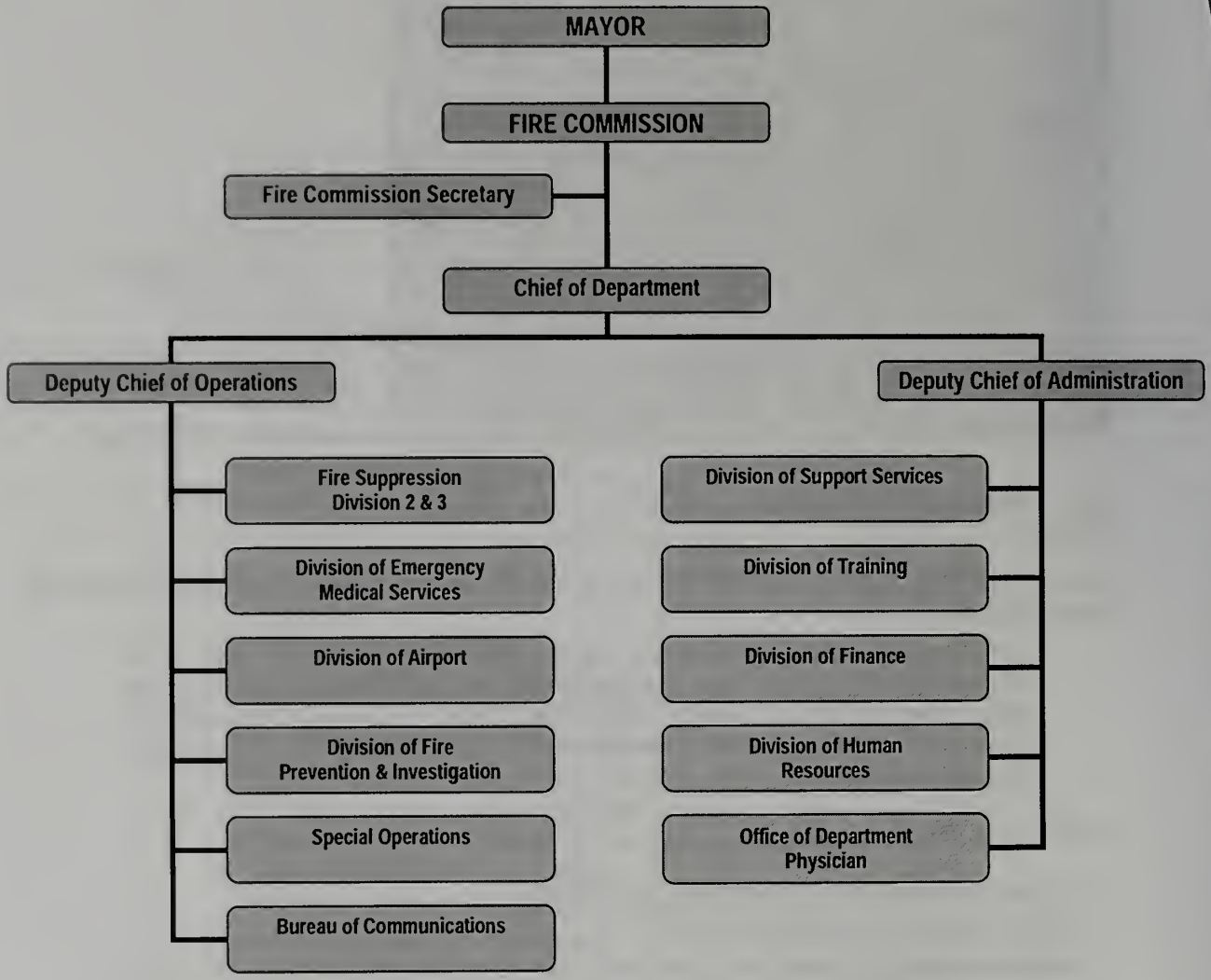
> *The Mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.*

To this end, the Fire Commission will:

1. Set policy and support the administration to accomplish the mission of the Department;
2. Support the administration's efforts to enhance and support the collaborative work of Department membership and public stakeholders in the delivery of fire suppression, fire prevention and emergency medical services with the focus upon the common public good.
3. Encourage and support the administration to develop and implement systems to improve fiscal responsibility to enhance the budgeting process while maintaining and protecting essential public services including fire protection, fire prevention and emergency medical services.
4. Encourage and support the administration to develop an effective physical fitness and wellness program to promote the health, safety and welfare of the members of the Department and the public.
5. Actively encourage and support recruitment and education in the communities to bring highly qualified applicants to the Department who truly reflect the City's rich diversity;
6. Continue to work with the administration and City Attorney's Office to review and, where necessary, revise official Departmental Policy and Procedure; and
7. Contribute to the common good by conducting open meetings regularly and convening such additional meetings as deemed necessary to inform and educate the general public of the work of the Fire Commission and the San Francisco Fire Department.

San Francisco Fire Department

As of June 30, 2004



The San Francisco Fire Department serves the citizens and visitors of San Francisco with a variety of comprehensive emergency and public services, including fire suppression, advanced emergency medical treatment and transport, heavy rescue, fire prevention and investigation, and community education and training focused on disaster and emergency preparedness. The SFFD is comprised of **1690** uniformed and **68** civilian personnel.

Operations

The San Francisco Fire Department's goals are to provide the highest quality of emergency services and to promote community participation in fire prevention and disaster preparedness. Protection is provided to citizens residing in the 49 square miles of San Francisco and extended to an additional 750,000 visitors and workers during the business day. Resources consist of 42 Engine companies, 19 Truck companies, 20 Ambulances, 2 Rescue Squads, 2 Fireboats, and 19 special purpose units. Companies are organized in two Divisions and are further divided into 9 Battalions. The Airport Division is comprised of three firefighting companies located at the San Francisco International Airport.



Luke Thomas

INCIDENTS
July 1, 2003 through June 30, 2004:

Total Incidents **102,127**

By Resource Utilization	*Incidents*	*%*
EMS (Medic Only)	18,884	18.5
Fire	28,265	27.7
Fire/EMS	54,978	53.8

	Code	*Incidents*	*%*
EMS	3	1,352	1.3
EMS	2	17,532	17.2
Fire	3	27,516	26.9
Fire	2	749	0.7
Fire/EMS	3	53,675	52.6
Fire/EMS	2	1,303	1.3

By Unit Type	*Responses*	*%*
Chief	19,018	7.0
Engine	101,317	37.5
Medic	89,406	33.1
Other	7,112	2.6
Rescue Capt.	10,521	3.9
Truck	42,719	15.8

By Battalion	*Incidents*	*%*
B01	11,660	11.4
B02	16,424	16.1
B03	16,399	16.1
B04	10,172	10.0
B05	7,880	7.7
B06	8,300	8.1
B07	5,306	5.2
B08	8,489	8.3
B09	8,367	8.2
B10	9,122	8.9



Chronicle / Kim Komenich



Luke Thomas

Incidents By Situation

Situation	*Incident*	%
Car vs. Pedestrian/Bike	1,000	1.0
Cardiac	3,344	3.3
Explosion	137	0.1
False Alarm	16,955	16.6
Fire	4,317	4.2
Good Intent	1,457	1.4
Gunshot Wound	111	0.1
Hazard	1,756	1.7
MCI	311	0.3
Natural Disaster	23	0.0
Not Classified	1,849	1.8
Other	402	0.4
Other Code 2 Medical	18,426	18.0
Other Code 3 Medical	37,848	37.1
Pediatric	6	0.0
Rescue	2,525	2.5
Respiratory Distress	5,124	5.0
Resuscitation	1,920	1.9
Service Call	4,361	4.3
Stabbing	239	0.2



Stan Lee



Fire Suppression

The roles and responsibilities of the members of Division 2 and 3 include: Command and control, fire suppression, emergency medical services, disaster operations, mitigation of hazardous materials, weapons of mass destruction, and mass casualty incidents. Fire prevention responsibilities consist of pre-planning and inspections of buildings, fire protection devices and water supplies.

Division 2

Division 2 is comprised of the downtown and financial districts of San Francisco and runs through the northwestern boundaries of the City. Within its boundaries are the majority of the high-rise buildings in San Francisco, schools, hospitals, churches, community centers, stores, historical landmarks, ocean front beaches, underground transportation systems, tunnels, bridges, hotels, and wood-frame residential structures in densely populated neighborhoods.



Kris Davidson

Division 3

Division 3 is comprised of the South of Market area of San Francisco and runs through the southwestern boundaries of the City, up to the southern border of the City. The San Francisco International Airport, Treasure Island/Yerba Buena Island and the Hunter's Point Naval Shipyard also fall within the operational jurisdiction of Division 3. Division 3 is the home to all types of residential and commercial buildings, including high rise buildings, underground construction, wood-frame residential structures in densely populated neighborhoods and the only heavy concentration of industrial occupancies found in San Francisco. The responsibilities of the members of Division 3 include: the main transportation facilities in the City (BART, SFO, MUNI) and an extended area of port facilities. The oversight of these areas requires a wide variety of specialized training with the agencies that oversee these facilities, including MMTF training with the San Francisco Police Department.



Pete Howes

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Emergency Medical Services

Overview of Emergency Medical Services (EMS) Division

The Emergency Medical Services (EMS) Division is responsible for planning, development, implementation and clinical oversight of all Basic Life Support, Advanced Life Support, First Responder, EMT and Paramedic programs, related to the care of patients at 911 medical emergencies. In Fiscal Year 2003-2004, the Fire Department responded to over 73,000 EMS or EMS-related incidents. 46,445 of those resulted in hospital transports by ambulance. The EMS Division generated over $14 million dollars in revenue from the delivery of health care services.



John Danner

Under City Charter, the San Francisco Fire Department levies a fee for services regarding EMS provision to the public. The fee schedule is set by the governing Board of Supervisors and is updated annually. During Fiscal Year 2003-04, patient accounting reflected the following:

Total Accounts (patients) services	59,255
Total Transports	46,445
Total Billable Accounts	45,838
Total Non-Billable Accounts	13,417
Total Billed (A/R)	$35,263,610.83
Total Cash Collected	$24,669,250.33

Continuous Quality Improvement and Risk Management

The Continuous Quality Improvement (CQI) and Risk Management team reviews and analyzes EMS performance with the goal of improving patient care and reducing risk. This section provides comprehensive data analysis, develops reports, tracks and documents investigations of complaints, manages medical records, maintains biomedical equipment, and under the guidance of the Department Chief Financial Officer (CFO) oversees EMS revenue collections.



Kris Davidson

Performance Management

An important component of the Continuous Quality Improvement program, Performance Management has been structured to meet the unique demands of the SFFD's medical services program. Performance Management activities include chart audits by direct visual inspection of the documents and comparison of practices to accepted norms; archiving of all medical records and patient care information; maintenance and upkeep of entire departmental inventory of capital biomedical equipment; development of educational and remediation plans based on individual performance; liaison with the medical services training officers in the Division of Training for clinical and EMS-related course content.

Risk Management
Clinical risk management, incident mitigation and plan development are handled by officers in the Risk Management Section of the EMS Division. Officers assigned to this section receive training in investigations Including interview and reporting techniques, and risk management and mitigation in medical practice. These officers receive, record, process, investigate and report all incidents or events that relate to clinical practices or actions of EMS practitioners employed by the Department.

In addition to patient revenue and accounting, EMS officers are also responsible for budgetary matters as they relate to provision of medical service; purchasing, contract development, competitive bid processing and accounting.

HIPPA Compliance and Privacy
Created in direct response to the compliance demands of the federal Health Insurance Portability And Privacy Act, the position of Compliance Officer serves as conduit between the Records & Archive section and the members of the public. The Compliance officer, by the very nature of that office's role, has also been given responsibility for the Department's Sunshine Ordinance program, which is a municipal information release process. The Compliance and Privacy office provides consulting advice to Department officers on matters of legal and protected health information acts.



Kris Davidson

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SAN FRANCISCO INTERNATIONAL AIRPORT DIVISION

The San Francisco International Airport is approximately twelve miles south of the City of San Francisco and covers over five square miles. It is the 14th busiest airport in the United States, and the 22nd busiest in the world handling over half a million passengers each week. Within its boundaries are three domestic terminals, an International Terminal Building, a United Airlines Maintenance and Repair structure, six parking garages, several cargo buildings, and a United States Postal Service facility.

The Airport Division is responsible for providing fire protection, water rescue operation, training, fire prevention, code enforcement, emergency medical services, hazardous materials abatement, community-based fire safety, CPR, and Automatic External Defibrillator (AED) training and re-certification to the San Francisco International Airport community.





John Danner

The Airport Division staffs four Aircraft Rescue Firefighting Vehicles or "Crash Rigs", two Engines, one Truck, two Paramedic Units, and five watercraft that are housed at three fire stations located at the Airport. There is also a Fire Prevention Unit and a support staff.

Aircraft Rescue and Fire Fighting operations are regulated by the Federal Aviation Administration. All Airport Division personnel are certified annually by the FAA, and attend annual live-fire burn training. Members are currently preparing for the arrival of new and larger aircraft including the Airbus A320.

The Airport Division trains and coordinated with fire departments from San Mateo County including Millbrae, Burlingame, Daly City, South San Francisco, and San Bruno. Additionally, all Airport members are prepared to respond to multi-casualty incidents, BART, and Air Train emergencies.

DIVISION OF FIRE PREVENTION AND INVESTIGATION

The Bureau of Fire Prevention (BFP) is responsible for inspecting buildings and premises to ascertain and correct any conditions, which could potentially cause fire or contribute to its spread. BFP personnel are responsible for reviewing and approving plans, granting fire clearance, issuing fire permits, and conducting classes and outreach in fire prevention to the community.

The Bureau of Fire Prevention has **13** sections composed of officers, inspectors, and secretarial support:



John Danner

- Administration
- Accelerated Code Enforcement
- High Rise
- R-1 Inspection
- Permits and Hazardous Materials
- Plan Check
- Institutions and Day Care Facilities
- Airport
- Residential Care Facilities
- Port
- Schools
- Treasure Island
- District Inspection

The Bureau of Fire Prevention generated $4,103,330 in total revenue in Fiscal Year 2003-2004 through nine fee-generating programs:

- Annual High Rise Inspection Fee Program
- Plan Checking Fee Program
- Violation Re-inspection Fee Program
- Department of Building Inspection Fee Program
- Permits/Hazardous Materials Inspection Fee Program
- Referral Inspection Fee Program
- False Fire Alarm Program (recently adopted through an Ordinance)
- Citation Fee Program
- Lien Program (currently inactive)

In Fiscal Year 2003-04, Bureau of Fire Prevention:

▫ Received reports of possible fire hazards	1813
▫ Received referrals for inspection	1244
▫ Issued new fire permits	2320
▫ Checked or approved plans	5392
▫ Inspected residential buildings by Suppression	2773
▫ Inspected hi-rise buildings	515
▫ Issued notices of violation	233
▫ Completed re-inspections	281
▫ Conducted Single Room Only (SRO) hotel public education workshops	77

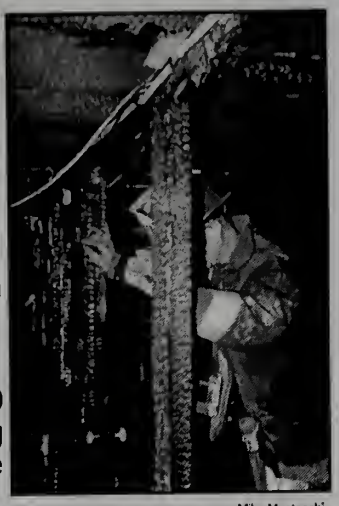
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PORT FIRE MARSHAL

The Port Fire Marshal is the Fire Department's liaison to the Port and conducts construction and referral inspections, plan review, technical conferences, pier and structural surveys and issues permits along the Port's 7½ miles of waterfront jurisdiction. The Port Fire Marshal sits on the Joint Fire Operations Committee and is responsible for coordinating special events and activities of the Port, including Fleet Week and the annual 4th of July Celebration, with the Fire Department and other city agencies.

BUREAU OF FIRE INVESTIGATION

The Bureau of Fire Investigation is responsible for investigating the cause, origin and circumstances of a fire and determining whether it was accidental or criminal in nature.



Mike Mustacchi

The Arson Task Force is a multi-agency organization under the direct supervision of the Fire Department. Members are selected from the Bureau of Fire Investigation, the Police Department and District Attorney's Office. Representatives from the Bureau Alcohol, Tobacco, and Firearms (ATF) and the State Fire Marshall's Office contribute to the success of the Arson Task Force. Members are sworn Peace officers whose singular responsibility is the curtailment, investigation and subsequent prosecution of arson.

In FY 2003-2004, the Arson Task Force investigated the origin and cause of 540 fires and initiated 61 arrests for incendiary fires and other criminal acts involving fire-related matters. Members of the Bureau of Fire Investigation determined the origin and cause of 30 greater alarm fires throughout the city.

The Bureau has developed and implemented the Incendiary Vehicle Fire Program, the Arson Early Warning System, and the Juvenile Fire setting Program. The Captain of the Bureau serves as the Custodian of Record for the Fire Department.

EMERGENCY COMMUNICATIONS DEPARTMENT (ECD) AND COMBINED EMERGENCY COMMUNCATIONS CENTER (CECC)

Created in 2000 as the result of the 1996 E911 Bond Measure, the Emergency Communications Department (ECD) is committed to providing the linkage between the residents and visitors of San Francisco's diverse city and its emergency services resources. Ultimately, it is the goal of the ECD to provide 911 call-taking and dispatch services to both the Police and Fire Departments using civilian Public Safety Dispatchers (PSD). While Police dispatch has been performed by civilian dispatchers since 1989, the current timeline calls for complete civilianization of Fire Dispatch services by late 2005.

Currently, Fire/EMS Dispatch at San Francisco's Combined Emergency Communications Center is staffed by uniformed members of the Fire Department. The Fire/EMS Dispatch Unit consists:

(1) Battalion Chief
(1) Captain of Administration and Training

Two Day-Watch teams consisting of:
(1) Rescue Captain
(3) Lieutenants
(6) Firefighters

Two Night-Watch teams consisting of:
(1) Rescue Captain
(2) Lieutenants
(5) Firefighters

Fire / EMS Dispatch Operations

In Fiscal Year 2003-04, the Fire/EMS dispatch unit:

— Handled 486,061 emergency (911) calls for assistance
— Handled 24,206 direct calls for assistance
— Responded to and monitored 888,558 radio transmissions
— Initiated and supported 144,680 emergency dispatches
— Supported and monitored 603 "Fire in the Building" dispatches and 327 "Working Fires"

SAFETY OFFICER (Safety 1)

The position of Safety Officer was created to enhance operations and ensure compliance with all Federal, State, and Department safety regulations, practices and protocols. The Safety Officer also oversees Mobile Air One, Self-Contained Breathing Apparatus (SCBA) repairs and maintenance, and the Clothing Depot.

Safety 1 responds to emergency incidents including, but not limited to the following types: medicals, technical rescues, hazardous material, water rescues, structural fires, major accidents and any incident that the Safety Officer identifies as presenting a significant challenge to the health and safety of the public or Department members.



SPECIAL OPERATIONS

Special Operations is responsible for pre-planning and the development of protocols and procedures for situations and events, both planned and spontaneous, that have the potential to become large-scale incidents. Large events and incidents most often require unified multi-agency response and the use of unified command, so the Section Chief of Special Operations is tasked with coordinating activities with the Police and Sheriff Departments, Department of Health, Department of Public Works, Department of Parking and Traffic, Department of Electricity, and Emergency Communications.

The Section Chief of Special Operations, with oversight from the Department CFO, coordinates the budgets for the Department's specialized units, which respond to HazMat operations, Marine rescue operations, Collapse Operations, and High Rise and EMS air operations. In addition, all special equipment caches are procured through Special Operations for assignments to the specialized units.



Special Operations directly advises the Department's Homeland Security Division about WMD training, equipment, and large scale exercises related to operational readiness.

METROPOLITAN MEDICAL TASK FORCE

The U.S. Health and Human Services Department provided funding for the creation of specialized teams comprised of the Police Bomb Squad, Specialist and SWAT teams, as well as the Fire HazMat, Decon Teams and EMS HazMat specialists, which respond to casualties after a terrorist release of a Weapon of Mass Destruction. The MMTF hold monthly drills and close order exercises to accomplish the mission of responding to Weapons of Mass Destruction such as Chemical, Biological, Nuclear, Radiological, and Explosion incidents.

The Metropolitan Medical Task Force is the field operations force that is part of an entire system, which includes the hospitals, communications, military civilian support teams, and the national medical disaster response teams.

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Administration

The Deputy Chief of Administration is responsible for a broad range of services that encompass the administrative functions of the Department.

Division of Support Services
Division of Training
Division of Finance
Division of Human Resources
Office of the Physician
Medical Leave Supervisor

DIVISION OF SUPPORT SERVICES

The Division of Support Services provides the necessary support and critical infrastructure — 24-hours a day, seven days a week — for the Department to perform mission critical tasks and daily administrative functions.

The Division of Support Services is responsible for the supervision of the Bureau of Equipment, the Procurement/Distribution Center, the Bureau of Engineering and Water Supply, the Auxiliary Water Supply System, Pump Stations 1 and 2, Facility Renovations and Maintenance, Fireboats Maintenance and Repair and Management Information Systems.

Bureau of Equipment

The Bureau of Equipment is responsible for all maintenance, repair and inspection of the Department's apparatus through the Central Repair Shops. Bureau members respond to all greater alarms and assist by making emergency repairs, operating specialized equipment and ensuring that equipment is properly and safely operated.



Bureau of Engineering and Water Supply

The Auxiliary Water Supply System (AWSS) is a non-potable, emergency water supply system, operated and maintained by the San Francisco Fire Department, and used only for combating fires. The AWSS system has a total of 135 miles of distribution pipes and 1,800 high-pressure hydrants. The Bureau of Engineering and Water Supply is responsible for all essential parts of the Auxiliary Water Supply System which include the Fire Boat, Twin Peaks reservoir, Ashbury Tank, Jones Street Tank and two Pump Stations.



Management Information Systems

Management Information Systems (MIS) is responsible for the deployment and support of technology based systems and services throughout the Fire Department network. Staff installs new hardware and software, expands connectivity into new locations, determines technology standards, and analyzes and purchases new computer hardware. MIS provides local administration for the National Fire Incident Reporting System (NFIRS) used to report Fire Department operations activity to the State Fire Marshal. MIS has designed a number of statistical tools used to analyze call and incident information for the Department. MIS has also implemented a tool to track false alarms in compliance with approved ordinance and is currently implementing a new application for the Bureau of Fire Prevention to track fire inspection activity.

DIVISION OF TRAINING

The Division of Training is responsible for providing comprehensive Fire and EMS instruction to, and evaluation of, all members of the Department to ensure effective emergency service to the citizens of San Francisco. In Fiscal Year 2003-04, the Division of Training continued to provide a high level of training to the Department's staff and new recruits. The training curriculum was updated to reflect new policies and procedures utilizing the latest technologies to deliver content. The Division of Training provided 61,514 hours of training as follows:

In-Service Training

For the Fiscal Year 2003-04, In-Service Training comprised 27,219 of the total training hours, and introduced several new projects, including:

- Introduction to Fire Ground Operations for H33 and H43 Personnel
- Retraining of Back-to-Work Personnel
- Pump Operations Training for H33s
- Battalion-Based Training
- Tactics and Strategies, Apparatus Placement
- MUNI Bus Extrications, Trauma
- Off-Site Training
- Pine Street Truck Evolutions
- Cal Trains Orientation and Drill
- Light Rail Vehicle (LRV) Jacking Drill
- Driver Training Evaluations
- Aerial/Truck Testing
- Pump Operations and Testing
- Terrorism Consequence Management Class
- Airport Division Live Burn Drills
- Company Performance Evaluations
- Scott Air Pack (SAP) Individual Evaluations
- 1-5 Year H2 and H3 Evaluations
- IAFF "Mini Academy" – Fire Ops 101



Luke Thomas



Kris Davidson

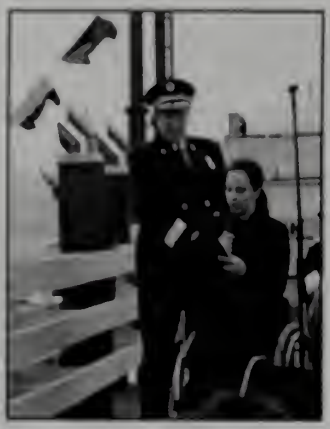


Emergency Medical Services Training

A total of 34,295 hours of EMS Training breaks downs as follows:

- EMT Refresher
- Pediatric Emergencies
- Continuing Education for Paramedics and EMTs
- Multi-Casualty Incident Training
- Weapons of Mass Destruction
- Rapid Paramedic Response System Training

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NEIGHBORHOOD EMERGENCY RESPONSE TRAINING (NERT)

The NERT program is committed to helping the citizens of San Francisco be self-sufficient in the event of a major disaster by developing multi-functional teams that are cross-trained in basic emergency skills. Individuals participating in the program learn hands-on disaster skills that are essential as members of an emergency response team or as a team leader directing untrained volunteers during an emergency. The NERT program curriculum consists of six 3 hour classes.

In Fiscal Year 2003-04, the NERT program successfully trained 535 people in 20 neighborhood programs: Pacific Heights, Noe Valley, Financial District, Richmond, Civic Center/Hayes Valley, Castro, Bernal Heights, Mira Loma Park, Inner Sunset, Inner Mission, and Nob Hill. NERT training was held for city agencies, school groups, community-based organizations, private businesses, neighborhoods and for Chinese-speaking groups.

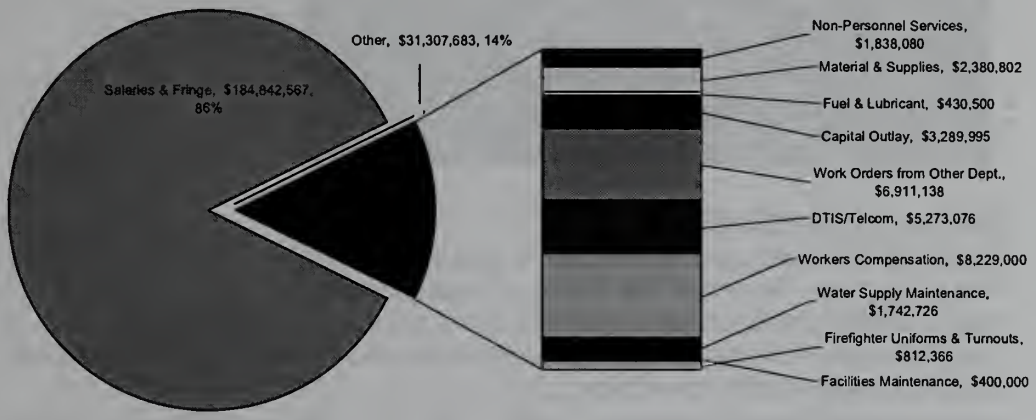


DIVISION OF FINANCE

The Finance Division consists of the Finance, Payroll and Accounting sections. The Finance Division provides financial planning and management, performs accounting, payroll, accounts payable, purchasing, budgetary and financial analysis services for the Chief of Department and all other Divisions within the Fire Department. The Finance Division prepares, analyzes and monitors budget and actual expenditures, processes procurement requests, and administers the financial aspects of grants and bond funds. The Finance Division also provides revenue forecasting, generates and distributes paychecks for approximately 1,800 employees, maintains and disseminates appropriate employee information, provides verification of employment, and offers financial/fiscal analysis and recommendations on policies and changes in the Fire Department.

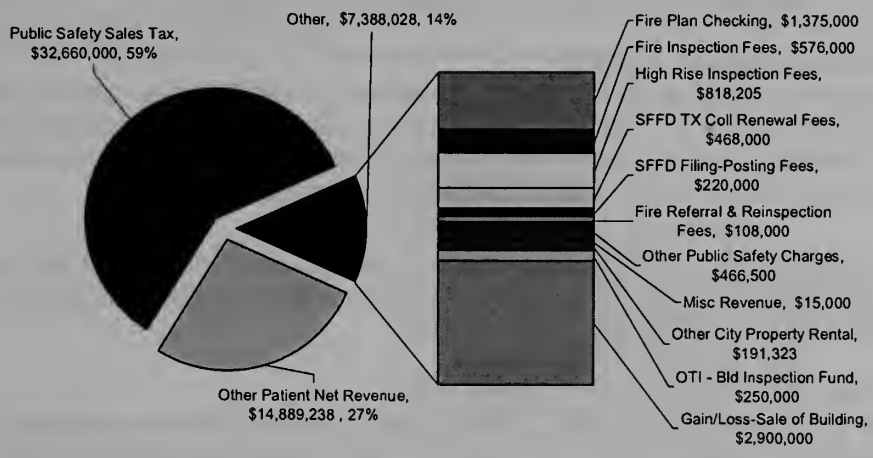
FY 2003-04 EXPENDITURE BUDGET

$216,150,251



FY 2003-04 REVENUE

Revenue was projected at $54,937,266. Actual revenue amount collected was $46,538,625, a decrease of 15%, mostly due to the region's economic decline.



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GRANTS

The Fire Department continued to apply for federal and state grants during the 2003-2004 fiscal year. The Department received the following grant awards:

FEMA Emergency Preparedness and Response Grant:	$211,975
State Homeland Security Grant:	$723,679
Federal Pass-Through Homeland Security Urban Areas Security Initiative Grant:	$6,341,327



DIVISION OF HUMAN RESOURCES

The goal of the Human Resources Division is to provide comprehensive personnel administration and management support to the Department. The Division is comprised of the Personnel Administration Section, Fire Services Examination Unit and Stress Unit. During the past fiscal year, the Division lost its EEO Unit and corresponding staff due to layoffs as a result of the citywide fiscal crisis. The Division is presently managed by an Acting Departmental Personnel Officer.

Personnel Administration Section

The responsibility of the Personnel Administration section is to prepare and process appointment and separation papers, issue requisitions for hiring, maintain database for acting assignments and retirements, process leave requests under the Family Medical Leave Act (FMLA) and other types of leave as provided citywide or in specific memoranda of understanding, monitor probationary periods, maintain personnel files, respond to subpoenas and track and maintain statistics on the composition of the workforce.

Fire Services Examination Unit

The primary function of the Fire Services Examination Unit (FSEU) is the development and administration of selection processes for uniformed ranks and civilian positions in the Fire Department. For selection processes for the uniformed ranks, the FSEU works with and oversees test consultants in developing job-related tests consistent with legal and professional standards that govern testing.

For civilian exams, the FSEU develops structured oral interview and performance tests to identify the most qualified candidate for various positions. The FSEU also provides support and assistance to the Department's Assignment Office in performing daily staffing functions.

Stress Unit

The Stress Unit is a peer support group that provides confidential assistance, counseling, referral and follow- up to employees and their families, during times of crisis. Staff is trained in current intervention methods in such areas as drug abuse, alcohol abuse, co-dependency and domestic violence through self-help workshops, conferences and seminars.

OFFICE OF THE PHYSICIAN

The goal of the Department Physician's Office is to coordinate and execute a comprehensive occupational safety and health program. A main component of the program is the development and implementation of primary and secondary prevention strategies, which include analysis of work-related injuries and illnesses for risk management.

The Physician's Office is responsible for evaluating and certifying personnel for mandatory and return-to-work examinations and providing consultative services regarding work-related issues. Further responsibilities include implementation of State and Federal mandated health programs. The occupational safety and health programs carried out by the Physician's Office are:

Health Check Surveillance Tests -- Cardiac Risk Factor Prevention -- Tuberculosis Surveillance Program -- N95 Respirator Fit Testing -- Influenza Vaccination Program -- Hepatitis B Vaccination Program -- Hepatitis C Screening Program -- Hearing Conservation Program --Blood-borne Pathogens Prevention Program

Case management activities take place on a daily basis and have helped reduce disability costs through daily review of injury and illness reports, implementation of a computer tracking system, development of a Temporary Modified Duty Program, and by serving as liaison between Workers Compensation, the employee and the treating provider.

MEDICAL LEAVE SUPERVISOR

The Medical Leave Supervisor functions as the liaison between the Fire Department's employees, their treating providers, the CCSF Worker's Compensation Division and the Department's Physician Office in providing administrative oversight to the injured employee's condition, promoting a more rapid return to the work place either through a modified work program or directly to a full-duty status. An expedited return-to-duty status has the overall effect of decreasing the number of lost work days. The Medical Leave Supervisor maintains accurate records and counts of all reported injuries, assists with the legal defense of disputed claims, and consults with the City Attorney's Office on claims believed to be fraudulent. The Department's sick absence trends are also tracked and reported. The Medical Leave Supervisor participates in administering the Influenza Vaccination and Tuberculosis Detection Programs. In Fiscal Year 2002-03, a recent study indicated that there has been a steady decline in the number of employees on disability status due to work-related injuries from a peak of 120 employees in June 2000 to the present day average of 68 employees – a 43% decrease.





MERITORIOUS COMMENDATIONS

In the Fiscal Year 2003-04, the following awards were presented to members of the Department for heroic actions performed both on and off duty.

Class A Award

FF/PM Jonathan Baxter	Medic 18
FF/PM Beth Goudreau	Medic 18
FF Elizabeth Leahy	Truck 18
FF Jason Woo	Engine 18

Class B Award

FF Darryl Scobie	Truck 14

Class C Award

FF Joseph Barbero	Engine 24
T/Lt. Brad Rey	Truck 3
FF Anthony Martinez	Rescue Squad 1

Letter of Commendation

Lt. John Hanley	Truck 6
FF Daniel Garibaldi	Engine 42
FF Ken Smith	Engine 5
FF Glenn Kircher	Truck 5

Unit Citation

T/Capt. John Melanephy	Engine 6
FF Gene Eden	
FF Frank Cercos	
FF/PM James Ferrante	
T/Lt. Kevin Hickey	Truck 6
FF Steve Hart	
FF Jeffrey Babb	
FF Robert Mateik	
FF James Draper	
Lt. Anthony Smerdel	Rescue Squad 2
FF Stan Lee	
FF Darius Luttrop	
FF Anthony Diricco	
FF/PM Annette Hobrucker	Medic 5
FF/EMT Gregory Browne	



Michael Mustacchi

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Fiscal Year 2003-2004 Annual Report available for viewing and downloading on the Fire Commission website:
http://www.sfgov.org/fire_comm



San Francisco
Fire Department
FY 2004-05 Annual Report

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Current Command	4
Letter from The Chief	5
Mission & Value Statement	6
Fire Commission	7
Department Organization Chart	8
Operations	9
Divisions 2 and 3	11
Emergency Medical Services	12
Airport Division	14
Fire Prevention & Investigation	15
Port Fire Marshal	16
Bureau of Fire Investigation	16
Emergency Communications Department	17
Safety Officer	19
Special Operations	19
Administration	20
Support Services	20
Management Information Services	20
Training and Education	21
Homeland Security	22
N.E.R.T.	22
Finance	23
Human Resources	24
Department Physician	25
Medical Leave Supervisor	25



Joanne Hayes-White, 25th Chief of the San Francisco Fire Department



Frederico Sanchez
Deputy Chief—Operations



Gary Massetani
Deputy Chief—Administration

JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT

GAVIN NEWSOM
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

The Honorable Gavin Newsom
Mayor of San Francisco
#1 Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Newsom,

Fire Commission President Conroy and I present the Fire Department's Fiscal Year 2004-2005 Annual Report for your consideration.

Last year, we overcame fiscal challenges and shortfalls to provide the high level of response that our citizens and residents demand and deserve, without interruption or elimination of services. The fiscal challenges still remain, but so do the needs of the public, and we will continue to meet their needs and to exceed their expectations.

This year was one of preparation and planning for our Department. The centennial of the Great Quake will soon be upon us and the Fire Department's Historical Society, the Hook-and-Ladder Society and my staff have already started planning for April 18th, 2006. We have also finalized plans for the construction of our Department Operations Center. The FDOC will be located in our Headquarters building and will enable Command and Support staff to monitor operations anywhere in the City in real-time through computers and satellite communications devices.

I am proud to be the leader of the San Francisco Fire Department and I recognize how valuable the Chiefs, the Officers, the Firefighters and the Paramedics are to my leadership. Serving the residents and visitors of San Francisco is not just our duty, it is our honor. The San Francisco Fire Department stands prepared and ready to meet the emergency service needs of our City anytime and anywhere.

Respectfully Submitted,

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT

MISSION STATEMENT

The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

VALUES STATEMENT

The San Francisco Fire Department values:
The public's trust and the opportunity to serve;
A work environment that promotes harmony, respect for each person, and is free from harassment, discrimination, and retaliation;
Leadership committed to the Department's mission;
A diverse work force that reflects the community it serves;
A highly trained professional work force; and
Teamwork to effectively achieve the Department's mission.

Fire Commission



From Left to Right:
Commissioner Douglas E. Goldman M.D.
Commissioner Clementine Clarke
President Paul Conroy
Mayor Gavin Newsom
Chief of Department Joanne Hayes-White
Commissioner Rosemarie
Fernandez-Pifer
Vice President Stephen A. Nakajo

ANNUAL STATEMENT OF PURPOSE

Fiscal Year 2004-2005

The Fire Commission is responsible for effective implementation of the San Francisco Fire Department's mission statement. The Commission meets that responsibility through the following activities.

1. Set policy and support the administration to accomplish the mission of the Department;

2. Support the administration's efforts to enhance and support the collaborative work of Department membership and public stakeholders in the delivery of fire suppression, fire prevention and emergency medical services with the focus upon the common public good.

3. Encourage and support the administration to develop and implement systems to improve fiscal responsibility to enhance the budgeting process while maintaining and protecting essential public services including fire protection, fire prevention and emergency medical services.

4. Encourage and support the administration to develop an effective physical fitness and wellness program to promote the health, safety and welfare of the members of the department and the public.

5. Encourage and support the administration to develop as part of its overall strategic planning, effective career development and promotion opportunities for the membership;

6. Actively encourage and support recruitment and education in the communities to bring highly qualified appli cants to the Department who truly reflect the City's rich diversity;

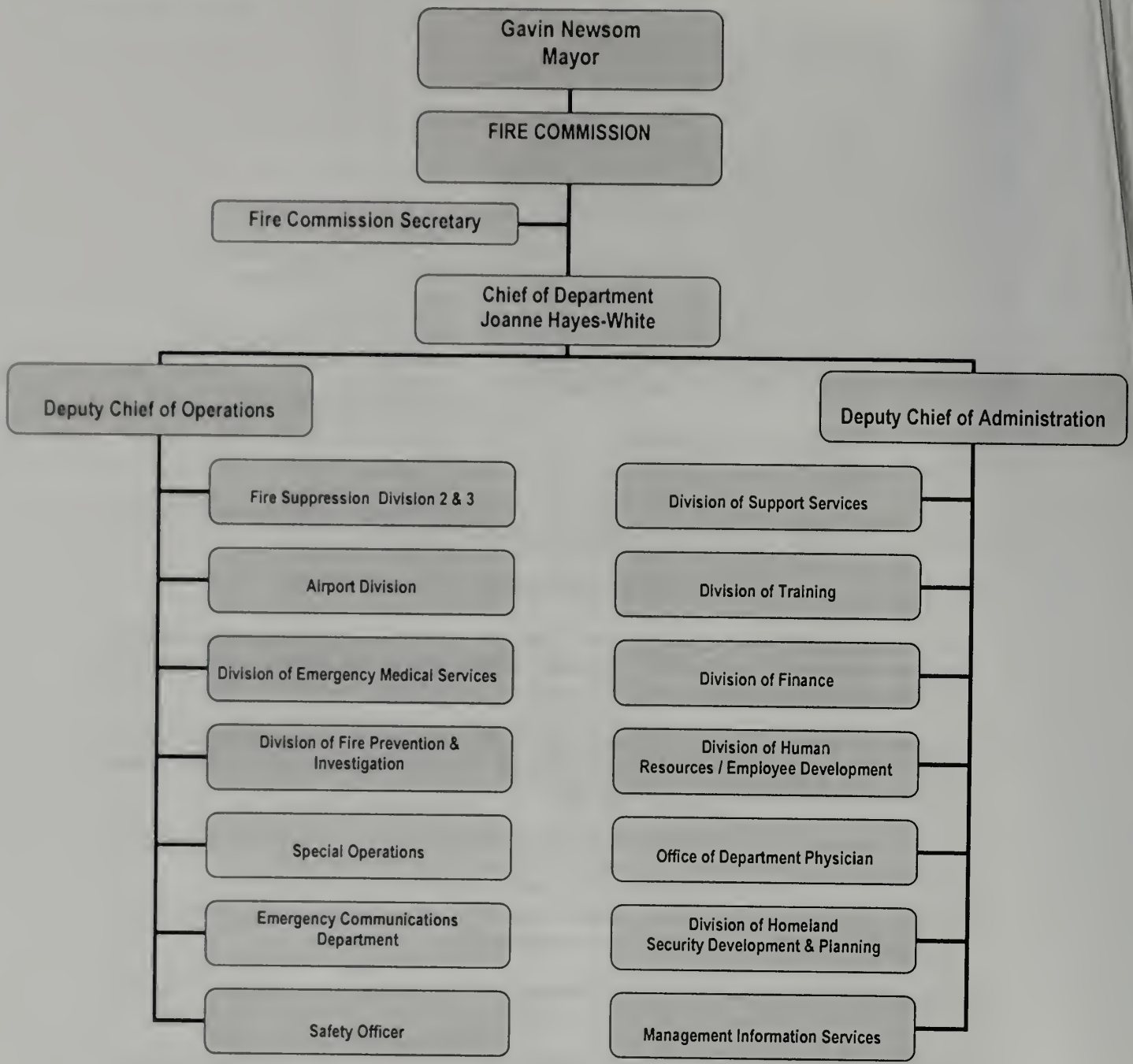
7. Continue to work with the administration and City Attorney's Office to review and, where necessary, revise official Departmental Policy and Procedure; and

8. Contribute to the common good by conducting open meetings regularly and convening such additional meet ings as deemed necessary to inform and educate the general public of the work of the Fire Commission and the San Francisco Fire Department.

Adopted at the Regular Meeting of the San Francisco Fire Commission on June 24, 2004.

San Francisco Fire Department

As of June 30, 2005



The San Francisco Fire Department provides emergency services to the citizens and visitors of San Francisco . These services include fire suppression, advanced emergency medical treatment and transport, heavy rescue, fire prevention and investigation, and community education and civilian disaster and emergency preparedness training . The SFFD is made up of **1,675** uniformed and **66** civilian personnel.

Operations

The San Francisco Fire Department's goals are to provide the highest quality of emergency services and to promote community participation in fire prevention and disaster preparedness. Protection is provided to citizens residing in the 49 square miles of San Francisco and extended to an additional 750,000 visitors and workers during the business day. Resources consist of 42 Engine companies, 19 Truck companies, 20 Ambulances, 2 Rescue Squads, 2 Fireboats, and 19 special purpose units. Companies are organized in two Divisions and are further divided into 10 Battalions. The Airport Division is comprised of three firefighting stations located at the San Francisco International Airport.



INCIDENTS
July 1, 2004 through June 30, 2005:

Total Incidents **97,285**

Resource Utilization	*Incidents*	*%*
EMS (Medic Only)	22,247	22.9
Fire	23,652	24.3
Fire/EMS	51,386	51.8

Code		*Incidents*	*%*
EMS	3	1,161	1.2
EMS	2	21,086	21.7
Fire	3	22,976	23.6
Fire	2	676	0.7

Unit Type	*Responses*	*%*
Chief	21,432	8.3
Engine	88,814	34.5
Medic	87,677	34.1
Other	7,158	2.8
Rescue Capt.	11,443	4.5
Truck	40,576	15.8



Battalion	*Incidents*	*%*
B01	10,634	10.9
B02	15,752	16.2
B03	16,281	16.7
B04	9,624	9.9
B05	7,757	8.0
B06	7,529	7.7
B07	5,007	5.1
B08	8,266	8.5
B09	7,798	8.9
B10	9,129	8.9

Incidents By Situation

Situation	*Incident*	*%*
Car vs. Pedestrian/Bike	1,010	1.0
Cardiac	3,239	3.3
Explosion	151	0.2
False Alarm	13,468	13.8
Fire	3,748	3.9
Good Intent	1,359	1.4
Gunshot Wound	71	0.1
Hazard	1,672	1.7
MCI	575	0.6
MVA	61	0.1
Natural Disaster	20	0.1
Not Classified	1,556	1.6
Other	398	0.4
Other Code 2 Medical	23,088	23.7
Other Code 3 Medical	33,026	33.9
Rescue	2,552	2.6
Respiratory Distress	5,095	5.2
Resuscitation	2,177	2.2
Service Call	3,853	4.0
Stabbing	185	0.2





Fire Suppression

Fire and Rescue actions are carried out by firefighters and paramedics organized into two Divisions. The responsibilities of Divisions 2 and 3 members are to establish Command and Control at emergency scenes, conduct fire suppression activities, provide emergency medical services to the sick and injured, manage disaster operations, mitigate the effects of hazardous materials spills and weapons of mass destruction releases, and to effectively and rapidly bring closure to mass casualty incidents.



Division 2

Division 2's primary response area includes the Downtown and Financial Districts of San Francisco, extending through the northwestern boundaries of the City. The majority of the city's high-rise buildings, schools, hospitals, churches, community centers, commerce, historical landmarks, underground transportation systems, tunnels, bridges, hotels, and wood-frame residential structures can be found in the densely populated neighborhoods of Division 2's jurisdiction.



Division 3

Division 3's primary response area includes the South of Market area of San Francisco, extending through the south-western boundaries and up to the southern border of the City. San Francisco International Airport, Treasure Island/Yerba Buena Island and the Hunter's Point Naval Shipyard fall within the operational jurisdiction of Division 3. Division 3's jurisdiction includes many types of residential and commercial buildings, underground construction, wood-frame residential structures in densely populated neighborhoods such as the Mission district, and the only heavy concentration of industrial occupancies found in the city.

Division 3 is also the primary responder to the city's Public Transportation maintenance and repair yards and an extended area of port facilities. Division 3 personnel conduct primary cooperative training with the San Francisco Police Department for Metropolitan Medical Task Force operations.

Emergency Medical Services (EMS)

The Emergency Medical Services (EMS) Division is responsible for planning, development, implementation and clinical oversight of all Basic Life Support, Advanced Life Support, First Responder, EMT and paramedic programs, related to the care of patients at 9-1-1 medical emergencies. In Fiscal Year 2004-2005, the fire department responded to over 73,000 EMS and EMS-related incidents, 60,296 of which resulted in hospital transports by ambulance. The EMS Division generated over $41 million dollars in Accounts Receivable Invoices and recognized sixteen million, two hundred thousand dollars in revenue from the delivery of health care and EMS services.

The Section Chief for EMS Operations supervises the day-to-day delivery of medical care and works closely with the department's Bureau of Assignments to coordinate staffing of all ambulances units and Paramedic Engine Companies. The EMS Operations Chief oversees the efforts and activities of the field clinical supervisors, the Paramedic Rescue Captains. These officers, senior paramedics all, are responsible for on-scene command-and-control of all aspects of emergency medical care, treatment and transport. The Section Chief for EMS Operations also consults with the department's Second-in-Command, the Deputy Chief of Operations.



Continuous Quality Improvement and Risk Management

The Continuous Quality Improvement (CQI) and Risk Management team reviews and analyzes system performance with the goal of improving patient care and reducing clinical risk. This section provides comprehensive data analysis, develops reports, tracks and documents investigations of clinical concern, manages medical records, maintains biomedical equipment, and under the guidance of the Chief Financial Officer (CFO) oversees the EMS billing and revenue program. The CQI/RM section also includes the department's Privacy and HIPAA Compliance program, the Diversion Control program for controlled substances management and the BioHazard Waste project. CQI/RM officers consult on equipment and medication procurement and are responsible for development of all purchasing contracts and contract language for EMS and emergency medical procurements.

Performance Management

Central to the Continuous Quality Improvement program, Performance Management has been structured to the unique needs of the Fire Department's Pre-hospital Medical Services program. Performance Management conducts chart audits by direct visual inspection of the documents and comparison of practices to accepted norms, archives all medical records and patient care information, maintains department capital biomedical equipment inventory, develops educational and remediation plans based on individual performance and liaisons with medical services officers in the Division of Training for clinical and EMS-related course content. Performance Management officers also oversee and facilitate clinical and pharmaceutical studies being conducted by research institutions in the EMS and health care field.

Risk Management

Clinical Risk Management, incident mitigation and plan development are handled by officers in the Risk Management Section of the EMS Division. Officers assigned to this unit receive training in formal investigations, which includes interview and reporting techniques, risk management and mitigation in medical practice and legislative considerations in medical malpractice. Risk Management officers intake, record, process, investigate and report on incidents and events that relate to the clinical practices or actions of EMS providers employed by the Fire Department.



EMS Billing and Revenue Program

Under City Charter, the San Francisco Fire Department levies a fee for the provision of Emergency Medical Services to the public. The fee schedule is set by the governing Board of Supervisors and is updated annually. During Fiscal Year 2004-05, patient accounting reflected the following:

Total Accounts (patients) services	51,579
Total Transports	60,296
Total Billable Accounts	40,423
Total Non-Billable Accounts	19,873
Total Billed (A/R)	$41,097,083.28
Total Cash Collected	$16,282,239.57

HIPPA Compliance and Privacy

The Department complies with the laws of the Federal Health Insurance Portability and Privacy Act (HIPPA) and the department's Compliance and Privacy Officer serves as liaison between the Records & Archive section and members of the public and federal and state agencies that administrate HIPPA. The Compliance and Privacy Officer oversees the Department's Sunshine Ordinance program, a municipal information release process, to assure that all confidential patient information is secure against unauthorized or inadvertent disclosure. The Compliance and Privacy officer consults on matters of legal and protected health information acts and works closely with clinical Risk Management officers and City Attorney agents.

San Francisco International Airport Division

The San Francisco International Airport is thirteen miles south of the City limits and covers five square miles of land. It is the twelfth busiest airport in the United States, and the twenty-first busiest airport in the world. More than half a million passengers move through SFIA every week. The Airport averages one thousand flight operations per day. Within its boundaries are three domestic terminals, an International Terminal Building, a United Airlines Maintenance and Repair structure, six parking garages, cargo buildings, a BART station, six miles of Air Train track, nine Air Train Stations, and a fully functional United States Postal Service facility.

The Airport Division provides fire protection, water rescue, fire prevention, code enforcement, emergency medical services, hazardous materials abatement, community-based fire safety, CPR, and Automatic External Defibrillator (AED) services and training and re-certification to the San Francisco International Airport community.



The Airport Division staffs three fire stations, one at the intersection of the airport's four runways, another at the end of the two longest runways, and a third station at the end of the two shorter runways. Airport members staff four Aircraft Rescue Firefighting Vehicles (ARFF Units), specialty vehicles for response to incidents involving not just aircraft but jet fuel as well. The ARFF apparatus' can discharge a combined total of 4,500 gallons of fire retardant foam. The Airport Division also staffs two pumper fire engines, one Aerial Ladder-Trucks, two Paramedic ambulances, and a Command and Control vehicle. These units respond to structure fires, vehicle fires, vehicle accidents, building alarms, industrial accidents, rescue calls, and medical dispatches anywhere on the SFIA property. These units also respond to aircraft and runway incidents in support of the ARFF Units. The Airport Division has five watercraft for use in Bay Rescues and all members are certified Rescue Swimmers.

Aircraft Rescue and Fire Fighting operations are regulated by the Federal Aviation Administration. All Airport Division personnel are certified annually by the FAA, and attend annual live-fire burn training. Members are currently preparing for the arrival of new and larger aircraft including the Airbus A380.

The Airport Division has fifteen Hazardous Materials Specialists, and most members are "Bay Water Rescue Qualified", to enhance capability at incidents involving Hazardous Materials and water rescue. The Airport Division maintains a mobile trailer with Hazardous Materials response and water rescue response equipment, which can be towed to emergencies that occur at the Airport and surrounding areas.

The Airport Division trains and coordinates with fire departments from San Mateo County including Millbrae, Burlingame, Daly City, South San Francisco, and San Bruno. Units from these agencies respond to the Airport along with units from the "City" during Mutual Aid Requests.

Division of Fire Prevention and Investigation

The Bureau of Fire Prevention (BFP) is responsible for inspecting buildings and premises to ascertain and correct any conditions, which have the potential to cause fire or contribute to a fire's spread. BFP personnel inspect occupancies, review and approve construction plans, grant fire clearance, issue fire and burn permits, and conduct public education workshops for the community.

Officers, inspectors and secretarial support are divided into 13 sections that make up the Bureau of Fire Prevention; Administration, Accelerated Code Enforcement, High Rise, R-1 Inspection, Permits and Hazardous Materials, False Fire Alarm, District Inspection, Airport, Schools, Port, Plan Check, Treasure Island, Institutions, Day Care Facilities, and Residential Care Facilities.

The Bureau of Fire Prevention recognized $5,587,402.00 in total revenue during FY 2004-2005. The fees are set by County Ordnance and are generated by nine programs:

- Annual High Rise Inspection
- Plan Check
- Violation Re-inspection
- Department of Building Inspection reviews
- Permits/Hazardous Materials Inspection
- Referral Inspection
- Citations
- False Fire Alarm
- Fire Watch Service



Bureau of Fire Prevention statistics for FY 04 - 05:

Reports of possible fire hazards	1,519
Inspection Referrals	977
Issued new fire permits	2822
Checked or approved plans	6399
Inspected High-rise buildings	530
Issued Notices of violation	590
Completed violation re-inspections	376
Conducted *Single Room Only* (SRO)	72

During this fiscal year, the Bureau of Fire Prevention started to review and revamp the R1 Inspection Program, including the integration of the Program's database system into the BFP's main database. While this is ongoing, the inspection data is not available.



Port Fire Marshal

The Port Fire Marshal is the Fire Department's liaison to the Port and conducts construction and referral inspections, plan review, technical conferences, pier and structural surveys and issues permits along the Port's 7½ miles of waterfront jurisdiction. The Port Fire Marshal sits on the Joint Fire Operations Committee and is responsible for coordinating special events and activities of the Port with the Fire Department and other city agencies.

The Bureau of Fire Investigation (BFI) is responsible for investigating the cause, origin and circumstances of a fire. BFI investigators determine if the fire was accidental or criminal in nature.

Thirteen uniformed officers and investigators and one civilian analyst make up the Bureau of Fire Investigation. The Arson Task Force is a multi-agency organization under the direct supervision of the Fire Department and is made of select members from the BFI, the San Francisco Police Department, the District Attorney's office, the Bureau of Alcohol, Tobacco, and Firearms (ATF) and the Office of State Fire Marshal. Task Force members are sworn Peace Officers, responsible for the curtailment, investigation and subsequent prosecution of arson and arsonists.



In Fiscal Year 2004-2005, the Arson Task Force investigated the origin and cause of 507 fires and initiated 64 arrests for incendiary fires and other criminal acts involving fire-related matters. Members of the Bureau of Fire Investigation determined the origin and cause of 35 greater alarm fires throughout the City.

The Bureau of Fire Investigation has developed and implemented the Incendiary Vehicle Fire Program, the Arson Early Warning System, and the Juvenile Fire Setting Program. The Bureau of Fire Investigation accepts, processes and tracks all subpoenas for Fire Department personnel and Fire Records. The Captain of the Bureau serves as the Custodian of Records for the Fire Department.

Emergency Communications Department (ECD) and Combined Emergency Communications Center (CECC)

The Emergency Communications Department (ECD) provides consolidated 9-1-1 operations and public safety dispatch services to San Francisco residents and visitors. Civilian 9-1-1 Public Safety Dispatchers are trained as Universal Call Takers, which enables them to triage police, fire and medical requests from the initial emergency call. Currently, Fire/EMS Dispatch at San Francisco's Combined Emergency Communications Center is staffed by uniformed members of the Fire Department; a Battalion Chief, an Administrative Captain and four Dispatch 'Teams'.

There are two Day-Watch teams, each staffed by a Paramedic Captain, three Fire Lieutenants and one Firefighter.

The two Night-Watch teams are staffed by a Paramedic Captain, two Fire Lieutenants and one firefighter.



Fire / EMS Dispatch Operations—Fiscal Year 2004—2005

438,477 emergency (9-1-1) calls for assistance

Handled 19,000 direct calls for assistance

Responded to and monitored 833,406 radio transmissions

Initiated and supported 141,923 emergency dispatches

Supported and monitored 684 "Fire in the Building" dispatches and 341 "Working Fires"



Division of Homeland Security



The Department's Division of Homeland Security was created with federal grant monies to provide guidance and oversight to the implementation of the City-wide Homeland Security and Disaster response program using National Preparedness Goals and the Universal Task List from the Department of Homeland Security. The Division consists of an Assistant Deputy Chief and three Lieutenants charged with coordinating training exercises, critical logistics planning, resource management, and policy development.

The SFFD Division of Homeland Security has a close working relationship with the Mayor's Office of Emergency Services, San Francisco Police Department, San Francisco Sheriff's Department, San Francisco Department of Public Health, and other city agencies along with regional, state, and federal agencies to insure a unified and coordinated response to any WMD (Weapons of Mass Destruction) or natural disaster incident in the city, region, or state.



SAFETY OFFICER

The Safety Officer enhances fireground operations by ensuring compliance with all Federal, State, and Department safety regulations, practices and protocols. The Safety Officer also oversees Mobile Air One, the department's mobile compressor for refilling SCOTT bottles and the Self-Contained Breathing Apparatus (SCBA) repairs and maintenance program.

The Safety Officer responds to emergency incidents such as medical calls, technical rescues, hazardous materials spills, water rescues, structural fires, major accidents and any incident that poses or might present a challenge to the health and safety of department members and emergency workers.

SPECIAL OPERATIONS

Special Operations participates with specialized units in all responses to technical operations such as Hazardous Materials spills, High Angle and Water Rescue (SCUBA, Surf and Bay rescues), Structural Collapse, Cliff Rescue, Major MVAs, Trench, Confined Space and Tunnel Rescues.



Special Operations partners with the Division of Training to conduct drills with the department's specialized units. The Fire Department also conducts the required awareness training for all members dealing in technical operations incidents.



Special Operations supports the Division of Homeland Security on the purchasing of additional equipment and training that increases the Fire Department's capability to deal with technical operations relating to Weapons of Mass Destruction (WMD) events.

Special Operations works closely with the San Francisco Police Department (SFPD) and the Department of Public Health Environmental Emergency Responders (DPHEER) to form the Metropolitan Medical Task Force (MMTF) for response to WMD events. Special Operations also works as liaison for the Fire Department when working with outside agencies such as FBI, United States Coast Guard, United States Secret Service and the Military.

Administration

The Deputy Chief of Administration is responsible for a broad range of services that support and enable the operational activities of the department.

The Administration Branch of the Department is made up of Support Services, Human Resources, Division of Training, the Office of the Department Physician, Homeland Security, the Medical Leave Supervisor and the Division of Finance, which includes Accounting, Payroll and Grant Funding units.

Division of Support Services

The Division of Support Services provides the around-the-clock critical infrastructure necessary for the Department to perform mission critical tasks and daily administrative functions.

The Division of Support Services also supervises the Bureau of Equipment, the Procurement/Distribution Center, the Bureau of Engineering and Water Supply, the Auxiliary Water Supply System (AWSS), the two Pump Stations, Facility Renovations and Maintenance, Fireboats Maintenance and Repair and Management Information Systems.

Bureau of Equipment

The Bureau of Equipment inspects, maintains and repairs Department apparatus through the Central Repair Shops. Bureau members respond to all greater alarms and provide emergency on-site repairs, operate specialized equipment and ensure that equipment is properly and safely operated.



Management Information Systems

Management Information Systems (MIS) installs and supports technology-based systems and services throughout the Fire Department network. Staff installs new hardware and software, expands connectivity into new locations, determines technology standards, and analyzes and purchases new computer hardware. MIS provides local administration for the National Fire Incident Reporting System (NFIRS) used to report Fire Department operations activity to the State Fire Marshal. MIS has designed a number of statistical tools used to analyze call and incident information for the Department. MIS has also implemented a tool to track false alarms in compliance with approved ordinance and is currently implementing a new application for the Bureau of Fire Prevention to track fire inspection activity.

Bureau of Engineering and Water Supply

The Auxiliary Water Supply System (AWSS) is a non-potable, emergency water supply system, gravity controlled and designed by City Engineers following the 1906 Earthquake. The AWSS is used only for fire combat. The AWSS system has a total of 135 miles of distribution pipes and 1,800 high-pressure hydrants. The Bureau of Engineering and Water Supply is responsible for all essential parts of the Auxiliary Water Supply System; the Fire Boat, the primary twin-bay reservoir at Twin Peaks, Ashbury and Jones Street storage tanks and the system's two Pumping Stations.

Division of Training

The Division of Training is the educational arm of the department and provides comprehensive Fire and EMS instruction to uniformed members to ensure safe and effective practices and emergency service delivery to the citizens of San Francisco. During Fiscal Year 2004—2005, the Division of Training provided a total of 94,865 educational hours.



Recruit Training

The Division of Training graduated a total of 72 H-2 Firefighters (39,120 training hours)

In-Service Training

The In-Service Training took up 25,570 of the total training hours, and introduced several new projects.

- Retraining of Return-to-Work Personnel
- Rescue Systems 1
- Battalion Based Company Training
- Tactics and Strategies, Apparatus Placement, Initial Radio Report
- MUNI Bus Extrications, Trauma
- Aerial Ladder Truck Evolutions
- Cal Train Orientation and Drill
- Light Rail Vehicle (LRV) Jacking
- Driver Training Evaluation
- Aerial/Truck Testing
- Pump Operations and Testing
- Terrorism Consequence Management Class
- Airport Division Live Burn Drills
- Company Performance Evaluations
- Scott Air Pack (SAP) Individual Evaluations
- 1-5 Year H2 and H3 Evaluations
- IAFF "Mini Academy" – Fire Ops 101
- Update Department manuals



Emergency Medical Services Training

30,175 hours of training were dedicated to EMS-specific programs, including EMT Refresher, Pediatric Emergencies, Continuing Education for Paramedics and EMTs, Multi-Casualty Incident Training, Weapons of Mass Destruction and Rapid Paramedic Response System Training.

Neighborhood Emergency Response Training (N.E.R.T.)

The N.E.R.T. program is committed to helping the citizens of San Francisco be self sufficient in the event of a major disaster by developing multi-functional teams that are cross-trained in basic emergency skills. Individuals participating in the program learn hands-on disaster skills that are essential as members of an emergency response team or as a team leader directing untrained volunteers during an emergency. The N.E.R.T. program consists of six classes of 2 ½ to 3 hours.

In FY 2004-05, the NERT program successfully trained 1068 people in 25 neighborhood training programs. NERT training was held for city agencies, school groups, community-based organizations, private businesses, neighborhoods and for Chinese speaking groups.

The NERT Citywide training exercise drew 224 NERT volunteers from across San Francisco to practice heavy debris removal, search and rescue, and get updated on terrorist threats by Chief Bob Navarro. Participants included American Red Cross, the Police Department, the Office of Emergency Services, Auxiliary Communication Service (SFACS), and the Amateur Radio Club (SFARES).

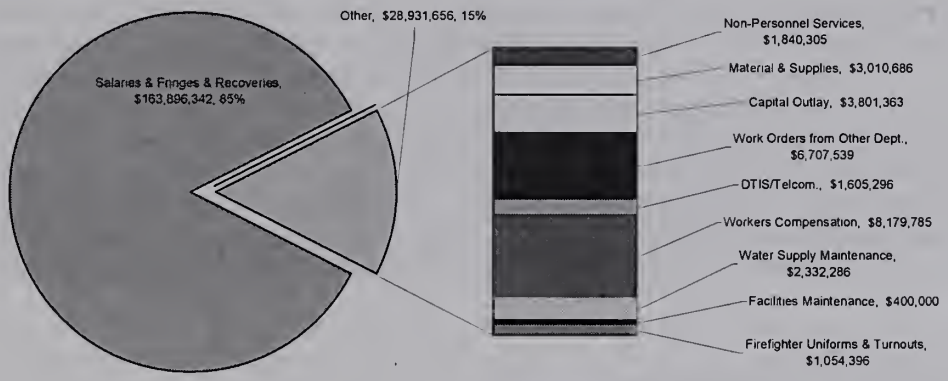


DIVISION OF FINANCE

The Finance Division consists of the Finance, Payroll and Accounting sections. The Finance Division provides financial planning and management, performs accounting, payroll, accounts payable, purchasing, budgetary and financial analysis services for the Chief of Department and all other Divisions within the Fire Department. The Finance Division prepares, analyzes and monitors budget and actual expenditures, processes procurement requests, and administers the financial aspects of grants and bond funds. The Finance Division also provides revenue forecasting, generates and distributes paychecks for 1,741 employees, maintains and disseminates appropriate employee information, provides verification of employment, and offers financial/fiscal analysis and recommendations on policies and changes in the Fire Department.

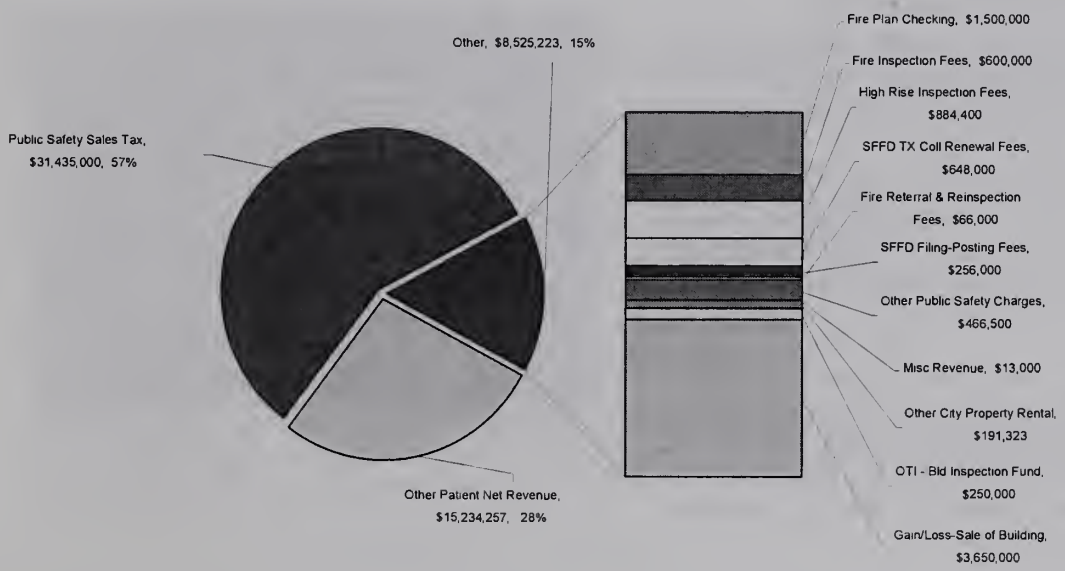
FY 2004-05 EXPENDITURE BUDGET

$192,827,998



FY 2004-05 REVENUE

Revenue for the Fiscal Year was projected at $55,194,480. Actual revenue collected was five percent higher than anticipated, $58,189,494.



Grants

The Fire Department applied for Federal and State grants during the 2004-2005 fiscal year. The Department received a total of $6,140,131.00 in grant funding, including 5.1 million dollars from the Urban Areas Security Initiative (UASI).

Division of Human Resources

Human Resources provides personnel administration services and management support to further the Department in accomplishing its mission statement. The Division is made up by the Personnel Administration Section, Fire Services Examination Unit and Stress Unit.

The Director of Human Resources provides direct supervision to the Personnel Administration Section and the Fire Services Examination Unit. In addition, the Director conducts initial interviews for all EEO complaints, prepares interview summaries and recommendations for review and disposition by the Department of Human Resources' EEO Division, drafts Department responses to EEO complaints filed with the State's Department of Fair Employment and Housing (DFEH) or the Federal Equal Employment Opportunity Commission (EEOC) and conducts EEO training for entry-level uniformed hires. The Director of Human Resources also reviews and processes requests for reasonable accommodation under the Americans with Disabilities Act, reviews and processes leave and tuition reimbursement requests, serves as the Skelly Officer for all disciplinary hearings; and assists with the development and administration of selection processes for new personnel and positions.

Personnel Administration Section

The responsibility of the Personnel Administration Section is to prepare and process appointment and separation papers; issue requisitions for hiring; maintain database for acting assignments, retirements, leaves and tuition reimbursements; process leave requests under the Family Medical Leave Act (FMLA) and other types of leave as provided citywide or in specific Memoranda of Understanding (MOU); monitor probationary periods; maintain personnel files; respond to subpoenas; and track and maintain statistics on the composition of the workforce.

Fire Services Examination Unit

The Fire Services Examination Unit (FSEU) develops and administers selection processes for all positions in the Fire Department, uniform and civilian.

For selection processes for the uniformed ranks, the FSEU works with and oversees test consultants in developing job-related tests consistent with legal and professional standards that govern testing.

For civilian exams, the FSEU develops structured oral interview and performance tests to identify the most qualified candidate for various positions. The FSEU also provides support and assistance to the Department's Assignment Office in performing daily staffing functions.



Stress Unit

The Stress Unit is a peer support group that provides confidential assistance, counseling, referral and follow up to employees and their family members during times of personal crisis. Two firefighters work as a team in giving employees and their families a refuge during difficult periods. Unit members are trained in intervention methods for drug abuse, alcohol abuse, co-dependency and domestic violence. They also attend meetings with Behavioral Science professionals to continuously improve their services to our members.

Office of the Physician

The Department Physician provides a comprehensive occupational safety and health program. A main component of the program is the development and implementation of primary and secondary prevention strategies, which include analysis of work-related injuries and illnesses for risk management.

The Physician's Office is responsible for evaluating and certifying personnel for mandatory and return-to-work examinations and providing consultative services regarding work-related issues. Further responsibilities include implementation of state and federal mandated health programs.

The Physician's Office provides services to members of the department; Health Check Surveillance Tests, Cardiac Risk Factor Prevention, HazMat Surveillance Exams, Scuba Diver Qualification Exams, Tuberculosis Surveillance Program, Influenza Vaccination Program, Hepatitis B Vaccination Program, Hepatitis C Screening Program, Hepatitis A Vaccination Program, Hearing Conservation Program, Blood-borne Pathogens Prevention Program, Post Exposure Evaluations and the Respiratory Disease Prevention Program.

Case management activities take place on a daily basis and have helped reduce disability costs through daily review of injury and illness reports, implementation of a computer tracking system, development of a Temporary Modified Duty Program, and by serving as liaison between Workers Compensation, the employee and the treating provider.

Medical Leave Supervisor

The Medical Leave Supervisor serves as the principal liaison between the Fire Department and the Worker's Compensation organization, oversees a diverse caseload of on-duty injury and illness claims and assists with employee reporting and documentation requirements. The Medical Leave Supervisor also coordinates between the City's Worker's Compensation Division, the Fire Department Command staff, the employee's treating physician's office and the City Attorney's Office in all matters concerning disability claims of department employees, ensuring effective and open lines of communication between all the different organizations to ease employees' progress through the system and to achieve a rapid return to health and well-being of injured employees.

The Medical Leave Supervisor advises Department Command on existing policies and new standards and practices regarding Worker's Compensation claims, as well as methods for reducing expenditures and increasing accountability and compliance with Department's rules and regulations.

During fiscal year 2004-05, there were 60 employees off work, per day, on disability pay status. Overall there has been a 50% decrease in the number of employees off work on disability pay status since the Department reached a peak with 120 members off work during June 2000.



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Fiscal Year 2004-05 Annual Report available for viewing and downloading on the Fire Commission website
http://www.sfgov.org/fire_comm